

CJCSM 3141.01
6 November 1996

PROCEDURES FOR THE REVIEW OF OPERATION PLANS



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CHAIRMAN OF THE JOINT CHIEFS OF STAFF MANUAL

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CJCSM 3141.01

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PROCEDURES FOR THE REVIEW OF OPERATION PLANS

References: See Enclosure C

1. Purpose. This manual establishes guidelines for the review of operation plans submitted to the Chairman of the Joint Chiefs of Staff. Procedures for the review of format of operation plans are contained in references a through d. In order to review operation plans for compliance with regional taskings, planning assumptions, and force apportionment, use reference e. Reference f contains overarching principles which should be adhered to in conjunction with content issues surfaced by this manual. Responsibilities for the management of the review of operation plans are contained in reference g.
2. Cancellation. CJCS "Plan Review Guide," April 1995, is canceled.
3. Applicability. This manual applies to the Joint Staff, Services, and Defense agencies responsive to the Chairman of the Joint Chiefs of Staff in regard to the management and review of operation plans.
4. Procedures. Joint Staff, Service, and Defense agency guidance for the review of operation plans are provided in Enclosure A. The OSD(P) Review Guide is provided for information only in Enclosure B.
5. Summary of Changes.
 - a. Incorporates guidance on Antipersonnel Landmines (APL) from PDD-48 (see reference h for tasking).
 - b. Incorporates guidance on the DOD Law of War Program (see reference i).

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- c. Combines Defense Mapping Agency (DMA) and Central Imagery Office (CIO) into National Imagery and Mapping Agency (NIMA).
- 6. Effective Date. This manual is effective upon receipt.

For the Chairman of the Joint Chiefs of Staff:

\Signature\
DENNIS C. BLAIR
Vice Admiral, U.S. Navy
Director, Joint Staff

Enclosures:

- A - CJCS Plan Review Guide
- B - OSD Review of Deliberate Plans
- C -- References
- GL -- Glossary

LIST OF EFFECTIVE PAGES

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ENCLOSURE A

CJCS PLAN REVIEW GUIDE

1. The Joint Staff

a. Manpower and Personnel Directorate, J-1

(1) General Issues. (NOTE: unless otherwise indicated, POC for issues is J-1/Personnel Readiness Division; overall guidance comes from reference c)

- (a) Does the plan provide a summary of the requirements, taskings, and concept of operations that personnel planning supports?
 - (b) Are the assumptions in the supporting and supported plans in agreement and are they realistic?
 - (c) Are the responsibilities for personnel support clearly defined and stated so all players understand their roles?
 - (d) Are known personnel constraints or shortfalls identified and have alternatives been considered where constraints exist?
 - 1 If Reserve component (RC) forces are required, has the CINC identified the requirement, with Service validation, to the Joint Staff?
 - 2 Can personnel support be contracted?
 - 3 What personnel support can be provided by host nation (HN) and allies?
 - (e) Are all phases of the plan (pre-hostilities through redeployment) supportable from a personnel perspective?
- (2) Deployment Issues
- (a) Have unique deployment criteria been addressed?
 - (b) Have reception and departure plans and procedures been addressed?

- (c) Are deployed personnel teams adequate to meet mission requirements?
 - (d) Have civilian and RC deployment issues been addressed?
 - (e) Has a rotation policy been established?
 - (f) Are travel procedures clearly outlined?
- (3) Reporting Issues. Are reporting requirements clear and do they conform to requirements outlined in Joint Pub 1-03.17?.
- (a) Are there any unique reporting requirements and is there a mechanism to provide this information?
 - (b) For strength accounting, are "as of" reporting requirement times identified and are they achievable?
 - (c) For casualty reporting, are all appropriate Service publications cited to ensure reporting?
- (4) Entitlements Issues. Does the plan make consideration for the following?
- (a) Imminent Danger Pay.
 - (b) Contingency Operation Declaration.
 - (c) Special Leave Accrual.
 - (d) Subsistence Determination (TAD/TDY, Essential Unit Messing, field duty).
- (5) Special Programs
- (a) Are procedures in-effect for spot and field promotions?
 - (b) Are Decorations and Awards issues adequately addressed?
- (6) Enemy Prisoner of War (EPW), Civilian Internees (CI), and Other Detainees (DETs)
- (a) Has a specific activity been appointed to administer these programs?

- (b) Have significant factors influencing EPW, CI, and DET activities been clearly outlined?
- (c) What is the overall concept of EPW, CI, and DET activities?

(7) Processing of Formerly Captured, Missing, or Detained US Personnel

- (a) Has a concept of operations been defined and tasks assigned to appropriate agencies, including non-US military forces and US civilian agencies?
- (b) Has guidance for administrative and medical support been supplied?

(8) Finance and Disbursing (Joint Staff Comptroller) Are finance issues adequately addressed per CJCSI 7200.01?

- (a) Have communications requirements been clearly defined?
- (b) Are procedures in-place to ensure RC personnel are properly entered into the active pay system (applies to PSRC and mobilization only)?

(9) Legal (addressed in OCJCS/LC portion of Plan Review Guide, A-25)

(10) Military Postal Service

- (a) Has the concept of postal operations been clearly defined?
- (b) Are assumptions pertaining to the effect of contingency operations upon postal services realistic?
- (c) Are the responsibilities of the supported and supporting commanders and the MPSA defined?
- (d) Are aerial mail terminals and military post offices identified?

(11) Noncombatant Evacuation Operations (NEO)

- (a) Are personnel plans and procedures consistent with those of J-3 (Appendix 13, Annex C)?

(12) Morale, Recreation, and Welfare (MWR)

- (a) Are MWR plans consistent with the size, location, duration, and conditions of contingency operations?
- (b) Has consideration been given for deploying troops to have access to means to contact family members at home station?

(13) Chaplain Activities Is there a concept of Chaplain support that identifies anticipated requirements?

b. Intelligence Directorate, J-2

- (1) Does the plan identify in the reference section the appropriate intelligence publications used as the baseline for planning, e.g., National Intelligence Estimate (NIE); Military Intelligence Board Products, such as Defense Intelligence Estimates; DIA-coordinated threat assessment products; assessments drafted and coordinated with allies? (DI)
- (2) Does the plan correctly identify enemy intent, to include most probable or most dangerous courses of action (COAs)? (DI, DP, J2M)
- (3) Does the plan correctly identify enemy capabilities? Does the plan correctly identify enemy intelligence collection capabilities and force protection threats? (DI, DP, J2M)
- (4) Does the plan correctly identify enemy centers of gravity at the operational and strategic level? (DI, DP, J2M)
- (5) Does the plan correctly identify warning time, if applicable? (DI, DP, J2M)
- (6) Are the operation plan's key assumptions appropriate? (DI, J2M, DP)
- (7) Are the stated identities and capabilities of enemy forces accurate? (DI, J2M, DP, DC, MS)
- (8) Is the tasking of intelligence organizations appropriate and complete? Does the plan provide a summary of the requirements, taskings, and concept of operations that national intelligence agencies (DIA, CIA, NSA) are expected to support? (DI, DO, J2O)

- (9) Has a wartime intelligence production plan been produced to include CINC's priorities, coalition member's responsibilities, and national agency's contributions? (J2M)
- (10) Does the plan identify requirements for or address shortfalls in linguist support? (J2M)

- (11) Are SOF included as possible HUMINT collectors (special reconnaissance) in the HUMINT collection appendix? (DC, DO)

(12) Annex A, Task Organization

- (a) Are references to intelligence organizations correct? (DI, J2, DA, MA)
- (b) Does the plan address force protection intelligence issues (e.g., threats, command relationships, interagency coordination, tactical fusion, sanitization, and dissemination)? (J2, DC, DI, DO)
- (c) Do the procedures for handling EPWs, civilian detainees, and refugees ensure expeditious access to persons of intelligence interest for counterintelligence personnel, interrogator translators, and strategic debriefers? (J2, DC, DO, DP)

(13) Annex B, Intelligence

- (a) Is the concept of intelligence operations and guidance for intelligence taskings adequate, feasible, and in conformance with joint doctrine? (DO, DI, J2P, DC)
- (b) Are the PIR complete? Do they address SOF requirements? (DI, DO, DP, DC, DS)
- (c) Are the plans for associated collection, production, and dissemination appropriate? (DO, DI, J2, DP, MA, MS)
- (d) Is the substantive guidance provided on intelligence functions, relationships, coordination requirements, in accordance with law and regulation? (DI, DO, J2, DC)
- (e) Is Appendix 3 (Counterintelligence) in compliance with Joint Pub 2-01.2? (DC)

- (f) Are NIST requirements documented? Are references to the NIST in compliance with Joint Pub 2-02? (J2O)
 - (g) If the plan involves coalition or UN forces, are intelligence sharing mechanisms, architecture and foreign disclosure procedures adequately addressed? (J2M)
 - (h) Does the plan provide an appropriate structure for the creation, dynamic adoption and dissemination of target intelligence? Does the plan provide an adequate structure for collection and dissemination of BDA information? Does the plan provide a means for recommending prohibited targets? (J2, J2M, J2T, DC, DI, DO)
 - (i) Are requirements for analytic augmentation documented? (J2M)
 - (j) Is the enemy IW threat against both classified and unclassified automated information and support systems addressed? Are friendly security countermeasures identified to prevent or degrade enemy IW effectiveness? (DI)
 - (k) What intelligence requirements have been established for law of war violations alleged to have been committed by or against allied military personnel?
- (14) Annex C, Operations. Does Appendix 4 (Psychological Operations) address enemy capabilities to counter PSYOP and enemy weaknesses that can be exploited? (DI, DC)
- (15) Annex C, Operations. Does Appendix 5 (Special Operations) address enemy capabilities to counter SOF objectives that can be exploited by SOF? (DI)
- (16) Annex D, Logistics. Are the assumptions appropriate regarding threats to LOC; capacities and availability of foreign ports; likelihood that friendly nations will provide required support; and terrain factors and obstacles affecting mobility, LOTS, transportation and traffic? (DI, DP)
- (17) Annex E, Personnel. Does Appendix 1 properly address EPWs, CI, and other DETs? (DI, DC)

- (18) Annex F, Public Affairs. Is the security of information, operations and personnel adequately addressed? Are OPSEC considerations properly addressed? (DI, DC)
- (19) Annex G, Civil Affairs. Does the plan address the impact of the civilian population on military operations and how military operations will affect the civilian population? (DI)
- (20) Annex J, Command Relationships. Are the command relationships pertaining to intelligence organizations current, clearly defined, and in accordance with established joint policy? (J2O, J2P, DI, DA, DO)
- (21) Annex K, Command and Control Systems. Are enemy capabilities properly reflected? Is intelligence system support (interfaces, equipment, and infrastructure) included? (DI, J2O)
- (22) Annex K, Command and Control Systems. Is the intelligence communications architecture described in sufficient detail, to include required systems and connectivity to support coalition and/or UN partners? (J2M).
- (23) Annex L, Operations Security. Is the information regarding enemy intelligence capabilities accurate and complete? (DI, DC)
- (24) Annex Q, Medical. Is available medical intelligence adequate to support the plan?
- c. Operations Directorate, J-3
- (1) Intelligence
- (a) Do the EEI address SOF requirements? (J-2/J-3 SOD)
- (b) Does Appendix 5 (Special Operations) to Annex C address enemy capabilities to counter SOF objectives that can be exploited by SOF? (J-2/J-3 SOD)
- (c) Does Appendix 4 (Psychological Operations) to Annex C address enemy capabilities to counter PSYOP, enemy weaknesses that can be exploited, or friendly vulnerabilities? (J-2/J-3 SOD)

- (d) Does Annex G (Civil Affairs) address the impact of the civilian population on military operations and how military operations will effect the civilian population? (J-2/J-3 SOD)
- (e) Does hydrographic, amphibious, topographic, and weather section of Annex B adequately address SOF requirements? (J-2/J-3 SOD)
- (f) Does Annex M (Mapping, Charting, and Geodesy) incorporate SOF requirements? (J-2/J-3 SOD)
- (g) Are SOF included as possible HUMINT collectors (special reconnaissance) in the HUMINT collection appendix?

(2) Operations

- (a) Does the plan provide FDOs that can be used to adequately deter acts of aggression? Are they developed in varying degrees such that they may be tailored to any situation? Are there sufficient FDOs to deal with a variety of situations covering all aspects of the continuum of war?
- (b) Does Appendix 1 adequately present the CINC's concept of nuclear operations? (J-3 NOD)
 - 1. Does targeting reflect guidance contained in CJCSI 3110.04, "Nuclear Supplement to the Joint Strategic Capabilities Plan"?
 - 2. Do targets directly support CINC objectives as stated in basic plan?
 - 3. Has Tab A been submitted separately to J-3 Nuclear Operations Division?
- (c) Does Appendix 1 clearly identify circumstances and events which would prompt considerations of nuclear generation, planning, or execution? (J-3 NOD)
- (d) Are assigned tasks in support of theater nuclear operations detailed enough to facilitate development of supporting plans? (J-3 NOD)

- (e) Do airborne reconnaissance operations comply with CJCSI 3250.1, "Policy Guidance for Sensitive Airborne and Maritime Surface Reconnaissance Operations"? (J-3 ROD)
- (f) Does the plan identify the critical information about the operation that must be protected by applying the OPSEC process? (J-3 STOD)
- (g) Does the plan contain an IW Appendix (Appendix 3 to Annex C) that fully coordinates and integrates EW, OPSEC, PSYOP, military deception, and physical destruction into the overall concept of operations? (J-3)
- (h) Does the plan contain an Annex S for Special Technical Operations? Are the STO and IW sections of the plan fully coordinated? (J-3 STOD)
- (i) Does Annex C support the CINC's campaign plan at the strategic, operational, and tactical levels to influence deep, close, and rear operations? Does Appendix 5 to Annex C clearly support the theater campaign objectives? Have SO, PSYOP, CA forces been considered? Are apportioned forces adequate to meet the warfighting requirements of the CINC, both in the theater of operations and entire AOR? (J-3)
 - 1. Are specified combat and support units consistent with JSCP allocations?
 - 2. Are SOF incorporated early in the campaign to support strategic reconnaissance, psychological, or multinational operations? Are SOF allowed to conduct cross-border operations prior to hostilities?
 - 3. Are SOF included in FDOs?
- (j) Annex C, Appendixes 4 and 5. Do the assumptions, situations, taskings, and C2 arrangements track with those of the basic order, Annex B, and Annex C? (J-3 SOD)
- (k) Does Appendix 5, Annex C, adequately describe SOF missions and tasks so that supporting plans can be developed? (J-3 SOD)
- (l) Conventional Forces missions (J-3 JOD)

1. Are missions appropriate for forces assigned, consistent with their capabilities, and compatible with national policy?
2. Does mission support the CINC's campaign plan?
3. Is mission operationally feasible?
4. Are adequate resources available; e.g., deception, intelligence, weather, and logistics support?
5. Does expected outcome justify the risks?

(m) SOF missions (J-3 SOD)

1. Are missions appropriate for SOF, consistent with SOF capabilities, and compatible with national policy?
2. Does mission support the CINC's campaign plan?
3. Is mission operationally feasible?
4. Are adequate resources available; e.g., infiltration and exfiltration, deception, intelligence, weather, and logistics support assets?
5. Does expected outcome justify the risks?

(n) Have special mission units been considered? (J-3 SOD)

(o) Are C2 relationships correctly identified and consistent with JP 0-2 and JP 3-05? (J-3)

(p) Are SOF command relationships addressed in Annex J? (J-3 SOD)

(q) Have SOF been appropriately tasked in the basic plan? (J-3 SOD)

1. Have SO and PSYOP units been tasked in subparagraph 3b of basic plan?
2. Have CA been addressed in subparagraph 4e of the basic plan?

3. Are SOF evasion and recovery requirements addressed in Appendix 14 to Annex C?

- (r) Are all force requirements adequately represented on the JTF Joint Targeting Board? (J-2/J-3/JOD/SOD/STOD)
- (s) Appropriate ROE considerations requested? (J-3/JOD/SOD)
- (t) Does TPFDL address allocated forces and does their position in the flow support their operational requirements? (J-3/JOD/SOD)
- (u) Does plan contain ROE for compliance with the law of war? (J-3/JOD)
- (v) Does plan comply with US policy contained in PDD-48 on NSD APL (see reference h for tasking)?
- (w) Does the plan consider readiness of apportioned forces? (J-38)

(3) Logistics

- (a) Are force basing requirements addressed? (J-4/J-3)
- (b) Are Services and USSOCOM specifically tasked with SOF logistic support responsibilities? (J-3 SOD)
- (c) Is the TPFDD completed? (J-3)
- (d) Are SOF logistics requirements (or supporting forces) identified? Does the 528th SO Support Battalion deploy with the first SO forces deployed? (J-4/J-3)
- (e) Does the plan task the JTF's components to establish agreements for service common support for special operations? (J-4/J-3 SOD)
- (f) Have component commands included SOF non-cargo requirements (sustainment) and retrograde cargo movements in their service planning factors? (J-4/J-3 SOD)

(4) C4I

- (a) Does Annex K address headquarters and subordinates elements in the multiple C4I architectures? (J-6/J-3)
- (b) Has sufficient bandwidth been allocated in Annex K to support communication requirements to include the JTF and subordinate elements? (J-2/J-6/J-3 SOD/JOD)
- (c) Does the C4I architecture conform to SOF doctrine and architecture? (J-6)
- (d) Does the plan identify critical C4I architecture nodes? (J-6)
- (e) Does plan identify C4I resources that remain in theater to support force redeployment? (J-6/J-3)
- (f) Are Services tasked to provide C4I support to SOF Service components? (J-6/J-3 SOD)
- (g) Is SOF completely integrated into all necessary nodes to ensure interoperability? (J-3 SOD)

(5) Legal

- (a) Does the plan conform to standards under Conduct of War and International Convention? (LC/J-3 JOD)
- (b) Do ROE conform to requirements, are they consistent with current policy? Have procedures been followed in determining exceptions? (LC/J-3 JOD)
- (c) Do special operations in the plan conform to US and international law? (LC/J-3 SOD)

(6) Public Affairs

- (a) Is there an overall media strategy incorporated in the plan? (PA)
- (b) Has this strategy been incorporated into all phases of the plan? (PA)
- (c) Does the plan address initial press policy at the commencement of operations? (PA)

- (d) Does the plan address press operational access rules and security procedures? (PA)
- (e) Has PA guidance been coordinated with operations and PSYOP and deception operations? (PA)
- (f) Does the plan discuss the media organizations in the AOR, their likely attitude toward operations, and any special impact on certain organizations may have on operations? (PA)
- (g) Are local customs, laws, and policies concerning the presence of media in nations within the AOR addressed? (PA)
- (h) Are procedures outlined in the plan for obtaining State Department support for early entry of reporters into the operational area? (PA)
- (i) Is the PA structure and deployment in theater sufficient to meet operational needs? Are HN media assets addressed? (PA)
- (j) Has a JIB been established? (PA)
- (k) Is Combat Camera tasked to support plan? If so, is guidance given concerning what is to be documented and how Combat Camera will be supported? (PA)
- (l) Have PA assets been included in the SOF structure? (PA)

(7) Medical

- (a) Does the evacuation policy adequately reflect the limited availability of fully trained SOF replacement personnel? (J-3 SOD)
- (b) Has adequate VTC for telemedicine been identified? (DISA)

(8) Relocation

- (a) Does the plan need a relocation plan? Does it adhere to relocation guidance outlined in DODD 3020, "Continuity of Operations Plans and Policies"? (J-3)

- (9) Geospatial Information & Services (GI&S) (DMA)
- (a) Is Annex M (Geospatial Information and Services) complete?
 - (b) Does the plan identify all required GI&S needs and are they prioritized in accordance with CJCSI 3901.01?
 - (c) Does the plan account for GI&S needs of all identified forces to include SOF and other supporting CINCs as well as allies and coalition forces?
 - (d) Does the plan identify specific transportation and distribution assets required to ship GI&S stocks, personnel, and equipment? Are those requirements documented in the TPFDD?
 - (e) Does the plan identify C4I requirements for the electronic transmission and dissemination of digital geospatial information?
 - (f) Does the plan identify in-theater GI&S data managers who will be responsible for the validating and maintaining updated GI&S data sets?
- d. Logistics Directorate, J-4
- (1) Plan Summary (reference c)
 - (a) Has a comparison of CINC SITREPs, IPLs, and CILs been accomplished with the plan? (LPED)
 - (b) Do key assumptions impact logistical support capabilities? (All)
 - (c) Does the logistics appraisal adequately state an estimate of logistic feasibility as described in Annex D? (SMD)
 - (2) Basic Plan (reference c)
 - (a) Is administration and logistics guidance in line with Annex D? (LPED)
 - (b) Does logistics guidance provide a general understanding of the requirements for logistical support? (LPED)

(3) Annex A (reference c)

- (a) Does Appendix 5, Annex A contain the total number of Reserves by Service required to support the plan (reference c, Annex A, Appendix 5)? (SMD)
- (b) Does Appendix 5 identify the number of Reserve personnel required to move the force; i.e., AMC, MTMC, MSC, and HQ USTRANSCOM requirements? (SMD)
- (c) Does Appendix 5 identify the number of Reserve personnel required to assist in mobilization and deployment; e.g., medical, dental, security, mobilization station staffs, air and sea departure control groups, Service and Defense agency staff augmentation, and IMAs? (SMD)
- (d) Does Appendix 5 identify the number of Reserve personnel required to deploy; i.e., units and individuals required by the supported and supporting CINCs and included in the TPFDD? (SMD)
- (e) Does Appendix 5 identify the number of Reserve personnel required as backfill; i.e., units and individuals required to replace deployers to continue essential services and functions at vacated installations in CONUS and OCONUS? (SMD)

(4) Annex D (reference c)

- (a) Are logistics assumptions realistic and do they consider the effect of current operations on logistics capabilities? (All)
- (b) Are significant competing demands for logistics resources identified? (All)
- (c) Are logistics objectives in support of the basic plan stated in a clear and concise manner? (LPED)
- (d) Is the logistic concept for support operations to implement the plan including WHNS, joint logistics plans or joint LOC stated? (LPED)
- (e) Are the logistics support responsibilities to Service components and other commands assigned? (LPED)

- (f) Are the following supply and distribution areas adequately addressed? (SMD)
1. Main and alternate supply depots or points.
 2. Pre-positioned logistic resource allocations.
 3. Existing terminals and LOC and the known or estimated throughput capability.
 4. Time-phased operating and safety levels.
 5. Pre-positioned WRM to support the TPFDD pending resupply (for plans that require a TPFDD).
 6. Shortfalls resulting from comparison of requirements and assets estimated to be available during the JSCP period.
 7. Collection, classification, and disposition of salvage.
 8. Collection, classification, and disposition of enemy materiel.
 9. POL concepts of operations.
 10. Appendix 1 Concepts to include distribution concepts, offshore petroleum distribution system (OPDS) requirements, console-capable tanker requirements, HNS agreements, inland petroleum distribution system (IPDS) requirements, engineer support required, storage methods, storage sites, and quality assurance and surveillance.
 11. Mortuary affairs concepts and support for assigned forces (Appendix 2) to include tasks to establish a Joint Mortuary Affairs Office (JMAO), establishment of collection points, field processing centers, personal effects depots, US cemeteries in the theater of operations, and any arrangements or agreements with allied nations.
 12. Non-nuclear ammunition (Appendix VI) to include concepts of supply operations by designating the users to be supported, including allied forces and other agencies, distribution, and execution-critical items of conventional ammunitions required for the operation, identification of

sufficient stocks, estimates of ammunition resupply provided by components, storage sites, and in-theater transportation.

- (g) Are maintenance and modification requirements addressed in sufficient detail to support the concept of operations? (SMD)
- (h) Are levels of maintenance indicated and where it is to be performed including HN or contractor facilities? (SMD/ILED)
- (i) Have provisions been made for battle damage repair? (SMD)
- (j) Has an LSA, for those plans which require a TPFDD, been accomplished and documented in Annex D? (SMD)
- (k) Does the LSA, for those plans which require a TPFDD, adequately address the four pillars of logistics support (materiel, support forces, infrastructure, and lift availability)? (SMD)
- (l) Does mobility support force and movement feasibility analysis (Appendix IV) include consideration of the availability of adequate lift, resources for movements of personnel and equipment, modes, airfield reception capabilities, seaport and aerial port terminal capabilities, port throughput capabilities, and in-theater onward movement? (MD)
- (m) Does civil engineering guidance (Appendix V) include the minimum-essential facilities and construction capabilities needed to support the commitment of military forces? (SMD)
- (n) Are civil engineering requirements identified in terms of HNS provided, leased, and/or US contracted? (SMD/ILED)
- (o) Have JLOTS been considered, if required? (MRD)
- (p) Annex Q, Medical. Does it describe in sufficient detail how the plan will be medically supported? (MRD)
 - 1. Are medical concepts of operations for hospitalization, including command policy on joint use, general definition of OPZONEs, ability to fully staff in-theater and deploying units, and availability of turnkey and warm-base hospitals to meet early-on workloads defined? (MRD)

2. Is a brief assessment of initial in-theater medical treatment capabilities included? (MRD)
3. Is an overall concept of patient evacuation (land, sea, and air) described? (MRD)
4. Have HNS medical availability and capabilities been addressed? (MRD)
5. Has a theater evacuation policy been stated? (MRD)
6. Has a JMRO been planned to coordinate the movement of patients? (MRD)
7. Has a JBPO or similar function been planned to coordinate the handling, storage, and distribution of whole blood? (MRD)
8. Does the Annex address and describe in sufficient detail how the VTC telemedicine capability will be supported?

(p) Have NEO concerns been adequately addressed in Annex C, Appendix 13? (MD)

(q) Have HN support areas been sufficiently addressed? (ILED)

(5) TPFDD (For plans requiring a TPFDD)

(a) Have logistics and transportation issues identified during the TPFDD refinement conferences been reviewed and incorporated as necessary in the plan? (LPED)

(b) Is there a non-unit TPFDD? (LPED)

1. Were planning factors used located in the JOPES Logistics Factors File (LFF)? (LPED)

2. Are there sourcing issues, still pending for a particular class of supply that needs CJCS intervention? (LPED)

(c) Are logistics below-the line forces scheduled in the forces TPFDD adequate to support operational forces? (LPED)

(d) Are sufficient medical assets to support the operation in the forces TPFDD? (MRD)

- (e) Are all FDOs supportable with JSCP apportioned forces and lift. If not, has thought been given to how non-apportioned forces will be tasked and/or moved?
 - (6) Annex X Does Annex X state any process for the resolution of identified logistics shortfalls that would impact mission accomplishment? (LPED)
- e. Strategic Plans and Policy Directorate, J-5
- (1) Based on the fact the NCA develop policy which in turn is translated into a strategy and subsequently into political objectives:
 - (a) Is there a stated strategy that achieves political objectives? (PMA)
 - (b) Does that strategy meet NCA policy? (STRAT)
 - (2) Is there an identified end state outlined by the political objectives? (PMA)
 - (3) Is there a developed political-military strategy to support objectives? (PMA)
 - (4) Do current conditions indicate a need for plan review and/or rewrite? (PMA)
 - (5) Does the plan properly task interagency participants according to their areas of expertise? If so, are tasks appropriate, coordinated with and approved by participating agencies? (PMA)
 - (6) For MOOTW, has the plan been reviewed by the interagency? (PMA)
 - (7) If the plan involves interagency participants, are funding mechanisms adequately addressed? Are timelines established for accomplishing the mechanisms? (PMA)
 - (8) Has the plan identified and considered overflight or ocean transit routes through areas of conflicting claims? If so, does the plan address those conflicts? (CAC)

- (9) Has the plan adequately considered, identified, and coordinated staging and/or basing rights? (PMA)
- (10) Are FDOs adequately coordinated within the interagency and deemed feasible? (PMA)
- (11) Is mission statement consistent with JSCP regional taskings? (STRAT)
- (12) Are forces consistent with JSCP apportionment? (STRAT)
- (13) Are JSCP-directed assumptions included in plan? If not, has their exclusion been coordinated with and approved by the Joint Staff? (STRAT)
- (14) Are FDOs included for each of the four elements of national power? (STRAT)
- (15) Are there provisions for the inclusion of coalition forces, if appropriate? (STRAT)
- (16) Is a counteroffensive planned for in the OPLAN or CONPLAN? (STRAT)
- (17) For MRC plans
 - (a) Does the plan use Case 1-4 forces, less dual apportioned Case 4 forces? (STRAT)
 - (b) Is the threat consistent with applicable NIEs? (STRAT)
- (18) If plan involves coalition forces
 - (a) Are current force levels and composition adequate to accomplish objectives? (PMA)
 - (b) Are assumptions about availability of HN forces valid? (PMA)
 - (c) In plans involving coalition participation, are funding mechanisms adequately addressed and properly tasked? (PMA)
 - (d) Is HN support required? If so, is it covered by a defense agreement or treaty? (PMA)

- (e) Can HN support meet logistic requirements? (PMA)
- (f) Does plan identify and list any additional international agreements that are affected? (PMA)
- (g) If access agreements do not exist, are assumptions realistic? (PMA)
- (h) Does plan include crisis action tasks for political or diplomatic OPRs to ensure HN governments are aware of current situation, USG or coalition intentions, and support requirements? (PMA)

(19) If plan involves UN forces

- (a) Are liaison arrangements with UNHQ and Field Missions adequate? (UNDIV)
- (b) Are specific conditions present for transfer of responsibility for the operation to and from UN control? If so, are transition timelines realistic? (UNDIV)
- (c) Does plan conform to current USG policy for UN operations to include C2 arrangements, logistic support, and PA guidance? (UNDIV)
- (d) Will worldwide UN Participation Act forces exceed 1,000 total with execution of this plan? If so, does plan address alternatives? Is this in Annex X as requiring a decision? (UNDIV)

(20) Does plan comply with US policy contained in PDD-48 on NSD APL (see reference h for tasking)?

f. Command, Control, Communications, and Computer Systems Directorate, J-6

(1) Deliberate and Crisis Planning

- (a) Does the allocation of MILSATCOM assets comply with established Joint Staff doctrine and provide for dual hub connectivity (as a minimum) to the joint operations area? (J6S)

- (b) Are sufficient C4I assets available to support the mission, commander's intent, and phasing of the planned operation? (J6E)
- (c) Do any C4I deficiencies exist that will adversely impact any strategic or theater nuclear command and control systems? (J6E)
- (d) Will modifications to existing international agreements or new international agreements be required? (J6U)
- (e) Have requirements and changes been coordinated with the responsible support agencies (e.g., DISA and the Services) to determine the technical options, risk assessment, timelines, and associated costs? (J6U)
- (f) Have the lessons learned from previous joint operations been incorporated into the current operations plan (OPLAN/CONPLAN)? (J6Z)
- (g) Do existing public laws and DOD policies authorize the proposed transfer of C4I equipment assets to the intended foreign nation or organization? (J6U)
- (h) Have the size of the intended area of operations, the dispersion of allied peacekeeping organizations, and all environmental factors (e.g., terrain) been considered? (J6U)
- (i) Does the TPFDL include the allocated C4I forces and will their position in the flow plan support all operational requirements? (J6U)
- (j) Does the plan task the JTF components to provide service common support? (J6U)

(2) Command and Control Requirements

- (a) Will modifications to the GCCS be required? (J6V)
- (b) Does the plan identify the GCCS as the only joint command and control system? (J6V)
- (c) Will the redeployment of CJCS-controlled tactical C4I assets (e.g., the JCSE) be required? Are those forces available? (J6Z)

- (d) Do C4I deficiencies exist that impact theater readiness? (J6U)
- (e) Are the planned C4I architectures consistent with current US positions on UN and NATO peacekeeping policies? (J6U)
- (f) Will the sensor-to-shooter connectivity provide timely target ready information? (J6I)
- (g) Does the joint command center have the ability to monitor, direct, control, and coordinate US, allied, and HN C4I support throughout the entire AOR? (J6I)

(3) Information Assurance

- (a) Does the plan provide for the adequate protection (IAW Joint Pub 6-02) of information and defense of information systems? (J6K)
- (b) Is the planned information systems security support sufficient? (J6K)
- (c) Will secure communications with foreign nations be required? (J6K)
- (d) Are secure communications required among all the forces supporting the plan? (J6K)

(4) Communications Connectivity and Interoperability

- (a) Does the theater C4I architecture address both vertical and horizontal information flow requirements? (J6Z)
- (b) Does the theater C4I architecture identify the type of information (e.g., data, voice, or imagery) to be passed at each command level and the resources (HF, UHF, VHF, SATCOM, commercial, etc.) required to accomplish these requirements? (J6U)
- (c) Does the intelligence dissemination architecture ensure the timely transfer of data, video, and imagery data? (J6K)
- (d) Are bandwidth intensive requirements (logistics, weather, imagery, geospatial data, etc.) appropriately reflected in the C4I architecture? (J6T)

- (e) Do the handling procedures for the air task order meet all mission requirements? (J6I)
- (f) Should US or NATO satellite assets be moved? (J6S)
- (g) Are communications systems supporting the NCA or the Executive Travel Communications Systems affected? (J6C)
- (h) Is C4I interoperability with traditional and non-traditional allies maintained or improved? (J6U)
- (i) Will GCCS be used to build, maintain, and distribute a common tactical picture? (J6V)
- (j) Do procedures and mechanisms exist for screening and releasing information to allies; e.g., Radiant Mercury or Trusted Guard Operations Intelligence Work Stations? (J6I)
- (k) Is an adequate call sign and combat identification process established to improve friendly coordination and eliminate the possibility of fratricide? (J6I)
- (l) Has a VTC capability been established among the affected command centers that takes into account the additional burden this technology will place on the Defense Information Infrastructure (DII) and the DISN? (J6V)
- (m) Have sufficient networks and systems administration expertise been identified to deploy? (J6T)
- (n) Will a total asset and in-transit visibility system be established? (J6I)
- (o) Are electromagnetic spectrum management concerns and frequency assignments identified and coordinated among the affected agencies (Joint Spectrum Center, Joint Staff, Services, agencies, HN, etc.)? (J6B)
- (p) Will Standardized Tactical Entry Points be used? (J6S)
- (q) Does the plan include provisions for using the civil infrastructure or for acquiring commercial assets, where feasible? (J6T)

- (r) Do all satellite communications requirements have an approved Integrated SATCOM Data Base (ISDB) number in accordance with CJCS MOP 37? (J6S)
 - (s) Is the theater C4I infrastructure sufficient to meet the C4I requirements for the reception, staging, onward movement, and integration of TPFDL units coming into theater? (J6T)
 - (t) Are existing DOD telecommunications networks appropriately configured to send and receive information from theater systems? (J6T)
 - (u) Are funding resources specifically identified for use in obtaining commercial telecommunications leases? (J6T)
 - (v) Are demarcation points established between theater telecommunications networks and DISA systems? Are they clearly understood in terms of operational direction and responsibilities? (J6T)
 - (w) Does the theater C4I architecture avoid single points of failure between theater telecommunications networks and DISA systems? (J6T)
- g. Operational Plans and Interoperability Directorate, J-7
- (1) Are all elements of the plan properly evaluated IAW JOPES Volume I? Based on Joint Staff, Service, and Defense agency reviews, is the plan? (CWPD)
 - (a) Adequate
 - 1. Is scope and concept of planned operations capable of satisfying the JSCP tasking?
 - 2. Are the assumptions valid?
 - 3. Is the plan in compliance with CJCS guidance?
 - (b) Feasible
 - 1. Can assigned tasks be accomplished using available resources?

2. Are the resources made available for planning by the JSCP and Service planning documents being used effectively?

(c) Acceptable

1. Is the plan proportional and worth the expected costs?

2. Can the mission be accomplished without incurring excessive losses in personnel, equipment, materiel, time, or position?

3. Is the plan consistent with domestic and international law, including the Law of War?

4. Is the plan militarily and politically supportable?

(d) Joint Doctrine (CWPD/JDD) Does the plan incorporate appropriate joint doctrine?

(2) Does plan use campaign planning principles as described in appropriate CJCSMs and Joint Pubs 3.0 and 5.0? (CWPD)

(a) Does plan have commanders overall intent and intent by phase?

(b) Does plan identify friendly and enemy centers of gravity at the strategic and operational levels?

(c) Is the plan correctly phased? Are conditions for transition to next phase clearly stated?

(d) Does plan clearly state the desired end state?

(3) Is plan complete (including compartmented Annexes and Appendixes)? (CWPD)

(4) Is Annex X (Execution Checklist) complete? (CWPD)

(5) Is plan in proper format IAW reference c? (CWPD/PSB)

(6) Do the following portions of Annex C, Operations, conform to joint doctrine? (JDD)

- (a) Appendix 6: Do procedures for SAR conform to guidance contained in Joint Pubs 3-50/3-50.1, and 3-50.2?
 - (b) Appendix 8: Does paragraph 5, C2, comply with Joint Pub 3-56.1 regarding IFF procedures?
 - (c) Appendix 9: Does Reconnaissance plan conform to guidance from Joint Pubs 3-55 and 3-55.1?
 - (d) Appendix 11: Does Air Base Defense plan conform to guidance in Joint Pub 3-10.1?
 - (e) Appendix 14: Does E&E plan comply with Joint Pub 3-50.3?
 - (f) Appendix 17: Does Amphibious Operations plan conform to guidance in Joint Pubs 3-02, 3-02.1, and 3-18?
- (7) Do the following portions of Annex J, Command Relationships, conform to joint doctrine? (JDD)
- (a) Are command lines in compliance with Joint Pub 0-2?
 - (b) Are support and coordination relationships in compliance with Joint Pub 0-2?
- (8) Do the tasks assigned or enumerated in the mission statement, concept of operations, tasks to subordinate command, and coordinating instructions coincide with the tasks contained on the Universal Joint Task List (UJTL)? (JETD)
- (9) Does the plan correct or provide an interim solution to previously identified shortfalls or deficiencies? (EAD)
- (10) Does the plan incorporate lessons learned from previous operations and exercises? (EAD)
- (12) Does plan comply with US policy contained in PDD-48 on NSD APL (see reference h for tasking)? (CWPD)
- h. Force Structure, Resources, and Assessment Directorate, J-8
- (1) J-8 Forces Division. Serves as the Joint Staff OPR for force apportionment data input to the JSCP. The Forces Division coordinates the review of operation plans for compliance with the

apportionment of forces and resources outlined in the JSCP. This division also monitors major shortfalls of operation plans to ensure consistency in the PPBS, especially in regard to program review issues and the IPL.

(2) Are the forces listed in the plan Annex A (Task Organization) consistent with the CINC's JSCP apportioned forces? Are excesses identified? OPR: J-8/FD

(3) Are forces listed in appendixes of the plan consistent with Annex A (Task Organization)? OPR: J-8/FD

(4) Are the forces listed in the plan appropriate for the mission? OPR: J-8/FD

(5) Does the CINC identify any force shortfall in Appendix 2, Annex A? If identified, are the force shortfalls on the CINC's IPL? If not, provide shortfalls to J-8/PBAD for IPL review. OPR: J-8/FD

(6) Compare the plan with the current DPG in the following areas:

(a) Assumptions including warning time, pre-positioned and swing assets.

(b) Strategic and theater settings.

(c) Force apportionment.

(d) Force flows including FDOs.

(e) Intelligence, surveillance, reconnaissance -- national asset apportionment and tasking.

(f) Threat assessment: forces, intentions, capabilities.

(g) What impact or implications, if any, are associated with the differences between the plan and the DPG? Identify differences to present to CJCS so he can articulate the difference between programmatic guidance and warfighting plans in Congress.
OPR: J-8/FD.

i. Office of the Chairman of the Joint Chiefs of Staff, Legal Counsel

(1) Does the legal annex provide for the following SJA requirements and responsibilities? (OPR: SJA/LC)

- (a) Requirements for equipment and facilities.
 - (b) Communications and connectivity requirements.
 - (c) Transportation requirements.
 - (d) Personnel support -- officer and enlisted.
- (2) Does the legal annex provide for an SJA's office that is manned to provide legal support for the following functional areas?
(OPR: SJA/LC)
- (a) ROE.
 - (b) International and operational law: international agreements; oceans and air law.
 - (c) Military justice and foreign criminal jurisdiction.
 - (d) Legal assistance.
 - (e) Claims.
 - (f) Funding and procurement.
 - (g) Environmental law.
 - (h) Security assistance.
 - (i) Law of war.
 - (j) Intelligence oversight.
- (3) Does the plan provide for the following? (OPR: SJA/LC)
- (a) Dedicated judge advocate, preferably the SJA or Deputy SJA, to advise the commander and the J-3, and attend all CAP and operational meetings to ensure all aspects of the operation comply with US domestic and international law, and where applicable, HN law.
 - (b) Ongoing review of all ROE, target nominations, and target list for compliance with the law of armed conflict.

- (c) For all operations, but particularly MOOTW, does the ROE give specific, scenario-driven guidance where possible concerning the use of force *vis-à-vis* the detention of civilians and noncombatants; does the plan provide for facilities to hold civilians who are detained; and, does the plan provide for minimum due process in the decision making process to detain.
- (d) Training for ROE and LOAC, including EPW or DET issues.
- (e) Compliance with applicable SOFAs, if any. If no SOFA, then does the plan provide for how to deal with SOFAs issues?
- (f) Review of funding and procurement actions, to include security assistance.
- (g) Review of all HA to ensure compliance with US domestic law.
- (h) Status of reporting requirements.
- (i) Court-martial and non-judicial punishment authorities have been arranged for forward and rear elements.
- (j) Legal assistance support procedures.
- (k) Claims procedures.
- (l) Compliance with applicable environmental standards.
- (m) If the plan includes multinational forces, or operates in the context of the UN, are adequate cross-servicing agreements in place?
- (n) Is there a judge advocate liaison designated for the International Committee of the Red Cross (ICRC) and other NGOs operating in the theater of operations; and, is a judge advocate available to advise the Civilian-Military Operations Center (CMOC)?
- (o) International agreements.
- (p) Oceans and air law issues (access, overflight fees, etc.).
- (q) Review of PSYOP products and CA activities.

(4) Have the ROE been reviewed for compliance with the following?
(SJA/LC)

- (a) International law.
- (b) Domestic law and policy.
- (c) Commander's guidance and mission statement.

j. Office of the Chairman of the Joint Chiefs of Staff, Public Affairs

- (1) Does the PA plan contain a clear, understandable PA mission statement, with overall PA objectives or goals and command messages and themes (commander's PA intent)?
- (2) Is the PA plan submitted in accordance with reference c and Joint PA Doctrine (5135.05)?
- (3) Does the plan include references to pertinent DOD and CINC directives?
- (4) Does the plan address the need for a JIB and identify the responsibilities of and relationships between the JTF commander's PAO, the JIB director, and spokespersons for the operation?
- (5) Is early flow (pre-staging into the theater if possible) of a JIB included in the TPFD?
- (6) Does the plan address possible deployment of the DOD National Media Pool, either before or at the initiation of the operation, including tasking as necessary for logistical support for the pool?
- (7) Are relationships between PA elements in the plan in accordance with Annex J of the basic plan? (No stovepipes)
- (8) Does the plan call for coordination with country teams to ensure proper inclusion of HN sensitivities and preferences and laws?
- (9) Does the plan address relationships with and responsibilities for other government agencies that may be involved in the operation?

- (10) If the operation includes allied or coalition partners, does the plan address coordination and integration of a PA or information program?
- (11) Does the plan clearly task components to execute specific elements of the plan?
- (12) Does the plan address personnel augmentation requirements (reservists, other CINCs, and service support as necessary)?
- (13) Does the plan address authority for release of information and/or imagery to the media?
- (14) Are logistic requirements for supporting civilian media, including the simulated rank for messing and berthing (O-4), identified in relevant annexes of the basic plan?
- (15) Does the plan identify and provide for internal information responsibilities, including policy for unit newsletters, papers, and broadcasts? Does it discuss introduction of AFRTS and/or Stars & Stripes newspaper into the theater? Does the plan consider an internal information role for the JIB?
- (16) Does the plan articulate policy for implementation of hometown news programs?
- (17) Is there a liaison plan with operations and intelligence staffs?
- (18) Does the plan specifically address the need to provide for expedited release of media products, either through military communications channels or by tasking military transportation assets to move media products if necessary?
- (19) Does the plan include appendixes detailing JIB and sub-JIB organizations and missions; equipment requirements to support JIBs and sub-JIBs; and ground rules for the media (including releasable and non-releasable categories of information)?
- (20) Does the plan set forth the requirement to coordinate with OPSEC, PSYOP, and CA plans?
- (21) Does the plan identify the requirement to address possible electronic media transmissions as a frequency management issue and require coordination of this issue with the J-6?

(22) Does the plan address redeployment operations and the requirement for after-action reviews of PA operations?

2. Military Services

a. Army

(1) Operations

(a) Mission Analysis

1. Does the plan reflect consideration of the theater or national strategic aims, depending on the level? (DAMO-SSW/DAMO-ODO)
2. Is the mission statement consistent with taskings outlined in the JSCP and NCA stated intent? Is the restated mission framed in such a way that non-military staff members will readily comprehend the link between military and political objectives? (DAMO-SSW)
3. Are the mission statements for subordinate elements consistent with the CINC's stated operational intent? (DAMO-SSW)
4. Is there a clear link between campaign objectives and strategic objectives? (DAMO-SSW)
5. Does the mission statement include only those tasks considered essential to the achievement of strategic aims? (DAMO-SSW)
6. Are mission-hand-off instructions clear when there is linkage to another plan or operation? (DAMO-SSW/DAMO-ODO)
7. Is the mission permissible under US and international law? Is the plan consistent with the legal basis for US military action?
8. What are the most important assumptions (in addition to those in the JSCP) underpinning the plan and what are the contingencies if the most important assumptions fail? (DAMO-SSW)

- a. In light of the facts impacting on the situation, which assumptions are made about unclear information to facilitate development of the plan? (DAMO-SSW)
 - b. Does the plan reflect consideration of those assumptions most susceptible to being invalid and have actions have been identified to hedge or shape events should these assumptions prove to be invalid? (DAMO-SSW)
 - 9. Does the plan reflect consideration of limitations imposed by the JSCP such as NBC release or specific ROE? (DAMO-SSW)
 - 10. Does the plan reflect consideration of various aspects of campaign design such as centers of gravity, decisive points, operational objectives and phasing? (DAMO-SSW)
 - a. What military conditions must be established to achieve strategic and operational objectives? (DAMO-SSW)
 - b. Do these conditions require simultaneous military actions in depth or will sequential military actions suffice to achieve these conditions? (DAMO-SSW)
 - 11. Have sufficient forces been allocated for the conduct of operations during each phase of the operations plan? (DAMO-SSW/DAMO-ODM/MOSO-SOD)
 - 12. Are Army forces apportioned to the plan consistent with applicable planning documents (e.g., JSCP, AMOPES)?

(b) Operational Issues

1. Command and Control

- a. Does the CINC's intent statement clearly articulate purpose, method and endstate for joint force subordinate commanders? (DAMO-SSW)
 - b. Is the plan phased in a logical manner and is there an intent statement for each phase? (DAMO-SSW)

- c. In the case of sequential phases, does the endstate of each preceding phase match the initial conditions for the subsequent phase? (DAMO-SSW)
- d. Is the theater structure clearly described in terms of theater of war, theater of operations, and AORs? (DAMO-SSW)
- e. Does the plan reflect a clear statement of command relationships to include designation of a JFLCC and JFACC? What are the command relationships (COCOM, OPCON, TACON, support, coordinating authority)? Is it necessary to establish different relationships for each phase? (DAMO-SSW/DAMO-ODO)

2. Operational Movement and Maneuver

- a. Does the plan provide subordinate commands and support elements with essential tasks for each phase and has the CINC designated a main attack or main effort for each phase of the operation? (DAMO-SSW/DAMO-ODO)
- b. Has the CINC designated a main effort for each phase of the operation? (DAMO-ODO)
- c. Does the scheme of maneuver account for the most probable and dangerous enemy COAs? (DAMO-SSW)
- d. Are enemy and friendly centers of gravity addressed in the context of operations? (DAMO-SSW)
- e. Are identified friendly centers of gravity sufficiently protected throughout all phases of the plan? (DAMO-SSW)
- f. Is the enemy's center of gravity the organizing imperative for the warfighting strategy? (Are the enemy centers of gravity decisively attacked?) (DAMO-SSW)
- g. Are options developed for the general scheme of maneuver? (DAMO-SSW)
- h. Is a general scheme of maneuver with lines of operations provided? (DAMO-SSW)

- i. Are general, if not specific, boundaries between components and major subordinate commands established? (DAMO-SSW/DAMO-ODO)
- j. Does the plan identify and assign functional requirements to supporting or subordinate forces? (DAMO-SSW/DAMO-ODO)
- k. In offense or counterattack phases, does the timing of offensive operations reflect consideration of enemy and friendly culminating points? (DAMO-SSW)
- l. Does the plan identify the CINC's priority information requirements for each phase (i.e., focus strategic intelligence collection systems)? (DAMO-SSW)
- m. Is the priority of effort for logistics specified in each phase? Are interservice and coalition requirements identified? (DALO-PLO)
- n. Does the plan address deception? Does the deception plan require interagency coordination and support? (DAMO-SSW)
- o. Does the deception plan require interagency coordination and support and has this coordination been conducted? (DAMO-SSW/DAMO-ODO/MOSO-SOD)
- p. Is the endstate as outlined in the final phase in concert with the military strategy as required in Joint Pub 1? (Is the mission accomplished?) (DAMO-SSW/DAMO-SSP)
- q. Should deterrence fail, do pre-hostility force packages support the warfighting strategy? (DAMO-SSW)

3. Operational Support

- a. Is the CINC's priority of movement in concert with the TPFDD? (DALO-PLO)
- b. Are pre-positioned forces addressed? (DAMO-SSW/DALO-PLO)
- c. Is AWR potential maximized? Can other AWR sets be

made available to enhance the strategy? (DAMO-SSW/DALO-PLO)

d. When are PSRC/Partial Mobilization required and are RC contributions accurately and realistically portrayed? (DAMO-SSW/DAMO-SSP/NGB-ARO-RM/DAAR-OP-CO)

(c) ROE

1. Is the appropriate ROE established in each phase? (DAMO-SSP/DAJA-IO)

2. Are the ROE complementary to force protection and NCA intent? (DAMO-SSP/DAJA-IO)

(2) Personnel

(a) Personnel Reporting

1. Does the commander's plan clearly identify all personnel under his command by category? (DAPE-PRP)

2. Are civilians identified by parent command and status? (SAMR-CP)

3. Do civilian personnel have proper Geneva Convention (GC) identification cards? Does the plan provide for LOAC training for civilian personnel?

4. Does the commander clearly identify personnel concerns or sensitive items or interest in the PERSTAT Narrative (comments or notes)? (DAPE-PRO)

(b) CINC Personnel Requirements

1. Is the plan supportable from a personnel standpoint throughout? (DAPE-PRP/-MP//DAMO-ODM)

2. Is there a summary of the personnel requirements available in the plan so that the ARSTAF can properly support it? (DAPE-PCC/DAMO-ODM)

3. Are alternatives considered and identified in the plan (availability or adequacy of HNS, contractors, etc.) in the event of personnel shortfalls? (DAPE-PRO/DALO-PLO)

4. Has the CINC identified personnel filler requests and considered RC personnel in this connection? (DAPE-PCC/TAPC-MOB/DAMO-ODO/DAMO-ODM/DAAR-OP-CO)

5. Has the CINC identified or requested the appropriate civilian personnel requirements? (SAMR-CP/DAMO-ODM)

(c) Military and Civilian Personnel Awards and Decorations

1. Has the CINC identified or requested the appropriate types of entitlements for the area of operations (imminent danger pay, etc.) that would allow the awards for valor and other distinctive awards? (DAPE-PRR/TAG/SAMR-CP)

2. Have the DOD (or DA, DAF, DN, etc.) civilians been considered for recognition as a result of the operation? (SAMR-CP)

(d) Medical Retirement for Seriously Injured Personnel. Is there a plan to convene as necessary medical retirement boards whose actions can materially assist surviving family members? (DAPE-MP)

(e) Military Equipment and Sidearms for Civilians

1. Is there a plan to issue DOD Civilians the same protective equipment as the soldiers (NBC masks, "flak" jackets, etc.)? (SAMR-CP)

2. If the CINC decides to arm civilians, is there a plan to train and familiarize civilian personnel with the arms? (SAMR-CP)

(f) Personnel Requirements for NEO

1. Does the concept of operations include a NEO plan and does it identify interaction with our Embassy/consulate officials in HN? (DAPE-PRO)

2. Does the medical section of the plan account for NEO? (DAPE-PRO/DASG-HCO)

3. Does the transportation section of the plan support NEO? (DALO-PLO/DAPE-PRO/TAC-MOB)

4. Does the supply section of the plan account for NEO? (DALO-PLO/DAPE-PRO)

5. Does the communications portion of the plan address NEO requirements? (DAMO-ODO/DALO-PLO)

6. Does the plan contain ROE for NEO?

(g) Special Personnel Skill Needs

1. Are the needs for personnel with special skills (CA, PYSOPS, SO, translator or linguists, liaisons, chaplains, civilians, MWR and Red Cross, etc...) identified? (DAPE-PRP/DAPE-PRO/SAMR-CP/DACH-PER/DASG-HCO/DAMO-ODM/DAAR-OP-CO/CFSC-SP)

2. Are the appropriate sources for these personnel aware of the plan (DADCSPER/ARSTAF, USACAPOC, DCSINT, USASOC, OCAR, NGB, CFSC-CP, etc.)? (DADCSPER)

3. Have the requirements for postal, graves registration, post exchange, water production, laundry, and bath services been carefully outlined in the plan? (DAPE-PRP)

(h) MWR & Red Cross

1. Has the operational necessity for such support been adequately addressed in the plan? (CFSC-SP/DAMO-ODO)

2. Are the appropriate institutional sources of support for these programs aware of the requirements outlined in the plan? (CFSC-SP/DAMO-ODO)

3. What is the plan to transport and deliver mail? Does the plan include priorities for delivery that are consistent with wartime transportation needs? (TAG/DAMO-ODO)

4. What is the plan to provide communications support for Red Cross emergency communications? (CFSC-SP, DAMO-XX, DISC4)

(3) Logistics

(a) General Issues (DALO-PLO)

1. Has the CINC designated a Joint Logistic Support Commander? (DALO-PLO)
 2. Are all phases of the plan from (pre-hostilities through reconstitution and redeployment) logically supportable? (DALO-PLO)
 3. Does the plan provide a summary of the requirements, taskings, and concept of operations that the logistics planning supports? (DALO-PLO)
 4. Are the assumptions in the supporting and supported plans in agreement and are they realistic? (DALO-PLO/DAMO-ODO)
 5. Are the responsibilities for logistics support clearly stated and understood by MTMC, MSC, AMC, HN, supported and supporting commands, and Army Materiel Command, etc.? (DALO-PLO/DAMO-SSW)
 6. Are known logistics constraints or shortfalls identified and have alternative resources been considered where constraints are known to exist? (DALO-PLO)
 7. What logistics support can or will be provided to or by HN and allies? (DALO-PLO)
 8. Have logistics support responsibilities and procedures for NEO been established? (DALO-PLO/DAMO-ODO)
 9. Are WEAR missions assigned or designated? (DALO-PLO)
- (b) Logistics Force Structure (DAMO-SSW/DALO-PLO)
1. Does the plan stipulate which logistics elements will provide the support? (DALO-PLO)
 2. Are sufficient logistics forces available early in the flow to support port opening, reception, staging, onward movement and integration (RSO&I), FDOs, etc.? (DALO-PLO)

3. Is the logistics force structure adequate to support the concept of operations? (DALO-PLO/DAMO-SSW)
4. Is employment of the RC required and are the identified RC elements capable of meeting mission requirements? (DALO-PLO/DAMO-ODM/DAAR-OP-CO)
5. Have unsourced US logistics force structure requirements been offset with assured WHNS, LOGCAP, and interservice support? (DALO-PLO)
6. Has the WHNS been quantified in terms of workload to be performed or in US force equivalents? (DALO-PLO)
7. Is WHNS coded in the TPFDD? (DALO-PLO)

(c) Supply, Maintenance, and Services

1. Are the stockage objectives and build-up requirements by class of supply sufficient and realistic? (DALO-PLO/DAMO-SSW)
2. Have critical items been identified and resupply procedures been specified? (DALO-PLO)
3. Have materiel resupply requirements been identified to USAMC and DLA for sourcing? (DALO-PLO)
4. Are supply support responsibilities established for activities in the theater, other theaters, and CONUS? (DALO-PLO)
5. Has the CINC accounted for resupply requirements in his apportionment of strategic lift? (DALO-PLO)
6. Are procedures for emergency resupply established? (DALO-PLO)
7. Are the AWR sustainment stocks adequate? Have critical short-falls been identified to USAMC? (DALO-PLO)
8. Are the AWR prepo sets included in the TPFFD; is equipment filled and personnel sourced to fall in on the unit sets? (DALO-PLO)

9. Is the theater maintenance adequate to sustain critical weapon systems? (DALO-PLO)
10. Have intratheater service supply and maintenance requirements been established and satisfied? (DALO-PLO)
11. Can the CONUS industrial base meet surge requirements? (DALO-PLO/DAMO-ODM)
12. Does the plan adequately address GRREG responsibilities and procedures? (DALO-PLO/DADSCPER)
13. Have field service responsibilities been fixed? (DALO-PLO)
14. If required, are adequate resources available in the TPFDD flow to satisfy water requirements? (DALO-PLO)
15. Have airdrop requirements been identified and responsibilities established? (DALO-PLO)
16. Have support requirements and responsibilities been established for EPWs, and if applicable, refugees, DETs, and CI in occupied territory? (DALO-PLO)
17. Does the plan include adequate contracting officer support?

(d) Theater Transportation (DALO-PLO)

1. Is the intratheater transportation infrastructure adequate to support employment of forces and sustainment stocks (e.g., APOD, SPOD, LOTS, surface road, and rail)? (DALO-PLO)
2. Have potential bottlenecks or chokepoints been identified and fixes defined? (DALO-PLO)
3. Have responsibilities and procedures for the RSO&I of forces been established? (DALO-PLO)

(4) C4I

(a) General Concerns (DAMI-PO/DAMO-SSW)

1. Are all of the phases of the plan, from pre-hostilities through reconstitution and redeployment, supportable by planned or expected C3I resources? (DAMI-PO/DAMO-SSW)
2. Have the atypical intelligence aspects been identified of, and adequate intelligence planning been conducted for, the unique aspects of each phase: early warning, early entry, mobilization, pre-deployment, deployment, the warfight, redeployment, demobilization, and post-conflict operations? (DAMI-PO/DAMO-SSW)
3. Are the threat and intelligence-related assumptions in the supporting and supported plans in agreement and are they valid? (DAMI-FI)
4. Are the responsibilities for intelligence support clearly stated so as to be understandable by organic intelligence units-theater, combat support agencies and the intelligence and security command (INSCOM)? (DAMI-PI)
5. Is the provisioning of maps planned and capable of execution? (DAMI-PO)
6. Are the commander's priority intelligence requirements (PIR) available? Are EEI available? Are procedures in place to quickly obtain or develop, in coordination with J-3 Operations, updated PIR and EEI on a dynamic, periodic, or situational basis? (DAMI-PO/DAMO-SSW)
7. Are procedures in place and understood to facilitate or encourage reporting of combat intelligence? (DAMI-PO)
8. Does the plan include the use of SOF, PSYOP, CA teams and NGOs to satisfy certain intelligence requirements? (DAMI-PO/MOSO-SOD)
9. Are there provisions for establishing and administering an intelligence contingency fund (ICF)? (DAMI-PO)
10. Has intelligence support to deception, C2W, and OPSEC been developed and coordinated with the G-3/J-3? (DAMI-PO)

11. Does the plan reflect an accurate understanding of the political dynamics and realities of the given operational situation? (DAMI-FI)

12. Has intelligence support to NEO been established? (DAMI-PO/DAPE-PRO)

13. Does the plan provide for flexibility in terms of mission changes that may occur during allied force movement from CONUS and entry into the AOR? (DAMI-PO)

14. Have special provisions been established across the operational continuum for the rapid and dynamic collection, analysis, and reporting of BDA? (DAMI-PO)

15. Are practical methods in place to provide handbooks down to crew, squad, and team level on all aspects of environment, indigenous personnel, and other functional issues? (DAMI-PO)

(b) Aviation

1. Does theater airspace support the entry UAVs? (DAMI-PO)

2. Have appropriate UAV launch and recovery sites been located to maximize loiter time and target acquisition? (DAMI-PO)

(c) Weather and Environment

1. Have all METOC factors been considered? (DAMI-PO)

2. Have the METOC support requirements been stated? (DAMI-PO)

3. Have the command and support relationships between CONUS centers and theater METOC units of all services been coordinated or established? (DAMI-PO)

4. Have back-up METOC procedures been established to complement primary procedures? (DAMI-PO)

5. Has careful analysis been conducted to determine how and when the environment can be leveraged, shaped, or

altered to the commander's advantage and to the enemy's disadvantage or plans modified to accommodate those aspects of the environment that cannot be changed but will affect operations? (DAMI-PO)

6. Have all aspects of terrain or hydrography been considered (contamination, trafficability, power and communication conduits, barriers, debris etc.)? (DAMI-PO/DAMO-SSW)

7. Have provisions been made to provide operating intelligence capabilities of enemy communications, power, transportation, potable water, and sewage systems in support of US or Allied operation of captured systems? (DAMI-PO/DALO-PLO)

(d) Joint, UN, Allied, Combined, or Coalition Operations

1. Does the JTF intelligence dissemination architecture require unique processors, communications, or collection-dissemination systems? Are these systems properly sequenced in the TPFDL? (DAMI-PO/DAMO-ODO/DALO-PLO/DAMI-IM)

2. Are HN, allied, coalition, or combined intelligence support relationships established and specified in the plan? (DAMI-PO/DAMO-SSW/DAMO-ODO)

3. Are intelligence liaison and connectivity, as well as, exchange procedures for each individual and separate joint, UN, allied, combined and or coalition entity clearly specified? (DAMI-PO/DAMO-SSW/DAMO-ODO/DAMI-IM)

(e) Intelligence Forces and Force Structure

1. Are appropriate AC and RC units and individuals alerted and phased correctly on the TPFDL to assure support? (DAMI-PO/DAAR-OP-CO/DAMO-ODM)

2. Have the full intelligence, counterintelligence, linguist, and comm teams (Theater Rapid Response Intelligence Packages (TRRIP)) been included in the earliest force package? (DAMI-PO/DAAR-OP-CO/DAMO-ODM)

3. Have the deployed, split-based, and sanctuary or CONUS elements been identified? (DAMI-PO/DAAR-OP-CO/DAMO-ODM)
4. Have operational subordination and intelligence support relationships been established irrespective of but in coordination with C2 headquarters for each phase of the operation? (DAMI-PO/DAAR-OP-CO/DAMO-ODM)
5. If linguist shortfall exists in support to command liaison elements, engineering, logistical, security, medical, RAOC operations, or combined operations: (DAMI-PO/DAAR-OP-CO/DAMO-ODM)

 - a. Does a plan exist to integrate non-TPFD linguists into the force flow? (DAMI-PO/DAAR-OP-CO/DAMO-ODM/DALO-PLO)
 - b. Are the 2nd and 3rd party relationships established to supplement linguist support to ARFOR? To JTF? To coalition or allied forces? (DAMI-PO/DAAR-OP-CO/DAMO-ODM)
 - c. Is a contracting infrastructure available to hire HN linguists? (DAMI-PO/DAMO-ODO/DAPE-PRR)
 - d. Has action been taken to identify native or near-native linguists in both threat and coalition or allied languages who reside in the total active and reserve force (mobilized and non-mobilized), regardless of their MOS? (DAMI-PO/DAMO-ODO/DADSCPER)
6. Reserve Component Issues (DAAR-OPS/NGB-ARO-RM)

 - a. Are the TPFDD identified reserve intelligence forces capable of meeting mission requirements? Does the tiered deployment plan include RC intelligence units, individuals, and equipment? (DAAR-OPS/NGB-ARO-RM)
 - b. Has a funding source been identified to resource utilization of RC intelligence units and forces in conditions other than full or partial mobilization? (DAAR-OPS/NGB-ARO-RM)
 - c. Have plans been developed to facilitate the transition

of TPFDD RC intelligence units from their peacetime support of the DIA to their support of the CINC's plan? (DAAR-OPS/NGB-ARO-RM/DAMO-ODM/DADSCPER)

d. Is there a plan for early receipt of Tech Data Base by affected RC elements? (DAAR-OPS/NGB-ARO-RM/DAMO-ODO)

e. Are all affected RC personnel properly cleared? (DAAR-OPS/NGB-ARO-RM/DAMO-ODO)

7. Has the manning requirements for the rear, main, and forward command posts been considered in the context of RC backup and augmentation? (DAAR-OPS/NGB-ARO-RM/DAMO-ODO)

(f) **Liaison/Interface (DAMI-PO/DAMO-ODO)**

1. Has advanced coordination been effected with national (DOD and non-DOD) intelligence/counterintelligence agencies? For example, if the theater architecture includes a specific intelligence processor, such as the Ground Station Module (GSM), does the theater or JTF plan include the corresponding sensor? (DAMI-PO/DAMO-ODO)

2. Have procedures been established for dynamic interface between G-3/J-3, ADSO/J-6, and G-2/J-2 operations elements? (DAMI-PO)

3. Are correct liaison personnel or teams equipped (especially comm), well placed, and sequenced to provide maximum support as the battle moves? (DAMI-PO)

4. Has coordination been established with PMO for EPW and IPW support? (DAMI-PO)

5. Is interface with artillery in theater established to facilitate sensor-to-target operations? (DAMI-PO)

6. Is coordination planned to facilitate cooperation with USAF, LRSU, coalition intelligence forces, medical, chemical, and engineer personnel for intelligence exchanges and environmental assessments? (DAMI-PO)

(g) **CI, Security, and Force Protection Issues**

1. Has classification guidance been published with special emphasis on coalition-releasable vs. US only, by specific category and specific country? (DAMI-PO)
2. Are deploying CI personnel familiar with and understand Joint Pub 2-01.2-TFCICA, reporting channels, and J-2 staff coordination? (DAMI-PO)
3. Is there an umbrella concept for CI Force Protection Source Operations (CFSO)? (DAMI-PO)
4. Are there procedures for collocating non-US and US intelligence enclaves and controlling special or qualified access? (DAMI-PO)

(h) Sustainability

1. Does the plan address contract support of intelligence equipment in the theater, AOR and/or battlespace? Do contracts include provisions for contracted civilian support in high-risk battlespace areas? (DAMI-PO/DALO-PLO)
2. Are supply/sustainability support responsibilities for intelligence material established for activities in the theater, other theaters, and CONUS? (DAMI-PO/DALO-PLO)
3. Have the critical IEW/LRUs been identified? (DAMI-PO/DALO-PLO)
4. Have procedures been established for IEW logistics to be handled IAW the Intelligence Electronic Warfare Sustainment Streamlining concept using a Regional IEW support center? (DAMI-PO/DALO-PLO)

(i) Communications

1. If the theater architecture contains a mix of legacy and migration/newer systems, has communications interoperability been considered--mix of Tier I-IV units (AC and RC) and other services--and resolved in the overall plan? (DAMI-IM/DALO-PLO)

2. Are CI and HUMINT communications included in the overall intelligence communications architecture? (DAMI-PO/DAMO-ODO)
 3. Have joint intelligence connectivity issues been identified and resolved? (DAMI-IM/DAMO-ODO)
 4. Is the theater intelligence architecture adequate for all required horizontal and vertical intelligence communications? (DAMI-IM/DAMO-ODO)
 5. Have METOC and geospatial information and services support requirements been integrated into the communications architecture? (DAMI-IM/DAMO-ODO)
 6. What provisions have been made for the integration of allied, coalition partners', and HNs' communications systems? (DAMO-ODO)
 7. If a theater signal command is required will the RC units required be available to facilitate planning or will an ad hoc AC organization be formed and when? (DAMO-ODM)
 8. What are the data requirements for the theater and are adequate DPUs programmed to meet the need? (DAMI-PIM)
 9. What provisions have been made for Army Photo and Motion Picture documentation of operations as well as making selected documents available to US and international press organizations? (DAMO-ODO)
- (j) MOOTW, Peacekeeping Operations and Domestic Support Operations. Is there a sufficiently robust intelligence, PSYOP and civil-military affairs operations staff to effectively achieve mission objectives? (DAMI-PO/DAMO-SSP)
- (k) Rear Area Operations
1. Have all required intelligence aspects associated with Rear Area Operations been considered? (DAMI-PO)
 2. Has special intelligence interface been established with US and allied combat support elements? (DAMI-PO)

3. Is there a plan for the receipt and processing of EPWs, especially high-priority intelligence sources? (DAMI-PO)
4. Is there a plan for the identification, acquisition, storage and exploitation of foreign material across the AOR? (DAMI-PO)

(5) Medical

- (a) Has the CINC established an evacuation policy? (DASG-HCO/DAPE-PRP)
- (b) Is there a single, joint proponent for class VIII supplies in theater? (DASG-HCO/DALO-PLO)
- (c) Does the plan maximize the medical capabilities of all components? (DASG-HCO)
- (d) Is TELEMEDVICE considered for utilization in theater? (DASG-HCO)
- (e) Does the plan assure flexibility for unforeseen contingencies such as nuclear, biological, and chemical (NBC) and directed-energy (DE) warfare? (DASG-HCO)
- (f) Have the efforts of the health services of the component forces been identified and coordinated to make maximum use of available resources? (DASG-HCO)
- (g) Are HN medical facilities identified and are they acceptable in terms of "US Medical Standards of Care" to the CINC? (DASG-HCO)
- (h) Can the personnel community support the theater evacuation policy for replacements versus the return to duty ratio? (DASG-HCO/DAPE-PRS)
- (i) Are the immunization requirements identified and do we have the chemoprophylaxis identified and/or in stock? (DASG-HCO/DADCSPER)
- (j) Are medical units sourced and identified to fall in on war reserve sustainment stocks? (DAPE-PRP/DAMO-ODM/DASG-HCO)

(6) Legal

- (a) Is there a status of forces agreement in effect?
(DAMO-ODO/DAJA-IO)
- (b) Have overflight rights been defined and accommodated in the plan? (DAMO-ODO/DAJA-IO)
- (c) Has the legal status of contractors been clearly defined?
(DAMO-ODO/DAJA-IO/DALO-POD)
- (d) Is a general order (GO) appropriate for the operation? If so, does the plan provide for instructing personnel about the GO?

b. Air Force

(1) Basic Plan

- (a) Have all references to C3CM, C3 Protect, EW, etc., been changed to reflect current joint terminology and policy contained in joint publications (e.g., CJCS MOPs 6 and 30)? (This item also applies to all annexes to the basic plan) (XOFE)
- (b) Do all references to IW, C2W, and EW organizations reflect the most current names of those organizations (e.g., JEWC conversion to JC2WC and ECAC conversion to JSC)? (This item also applies to all annexes to the basic plan) (XOFE)
- (c) Does the plan reflect the option of deploying and employing IW, C2W, and EW forces and capabilities in support of or in place of more traditional assets such as counterair or strike aircraft? (XOFE)
- (d) Does the plan make reference to any requirements document? (XORD)
 - 1. If so, what is the status of the document? (XORD)
 - 2. How will approval or disapproval of the requirements document effect the implementation of the plan? (XORD)
- (e) Does the plan establish an operational requirement? If so, are there any requirements documents being written, in coordination, or approved which support this requirement? (XORD)

- (f) Are astronomical, climatic, and meteorological aspects as they pertain to the operational environment included IAW Joint Pub 3-59? (XOWP)
- (g) Does the plan direct military operations toward a defined and attainable objective that contributes to strategic, operational, or tactical aims? (XOXD, XOXS)
- (h) Does the plan set priority of actions in relation to the strategic, operational, and tactical levels of the war? (XOXD, XOXS)
- (i) Does the plan balance the risk to friendly forces with the mission's objectives? (XOXD)
- (j) Does the plan employ forces in mutually supportive campaigns? (XOXD)
- (k) Does the plan apply combat power against the enemy's centers of gravity? (XOXD, XOXS)
- (l) Does the plan establish the initiative and act instead of react to the enemy? (XOXD)
- (m) Does the plan allow us to strike the enemy at the time and place of our choosing? (XOXD)
- (n) Does the plan persistently apply aerospace power? (XOXD, XOXS)
- (o) Does the plan effectively employ mass at the critical time and place while maintaining economy of force at other locations? (XOXD)
- (p) Are aerospace forces concentrated to attack any facet of the enemy's power? (XOXD)
- (q) Is aerospace power needlessly dispersed? (XOXD)
- (r) Does this plan ensure unity of effort for every objective under the JFC? (XOXD)
- (s) Have command relationships been established? (XOXD)

- (t) Does the composition of the JFC staff reflect the composition of the joint force? (XOXD)
- (u) Does the commander have the authority necessary to complete the assigned mission? (XOXD, JAI)
- (v) Are aerospace forces centrally controlled by an airman? (XOXD) If JFACC is required, are CONOPS identified? (XOXD, XOOOC)
- (w) Is decentralized execution of aerospace forces used to achieve effective spans of control, responsiveness, and tactical flexibility? (XOXD)
- (x) Does the plan provide for security of our forces and our allies' forces throughout the entire theater of operations to include the rear areas? (XOXD, SPX)
- (y) Is the plan simple? (XOXD)
- (z) Are the plan's operational limits set by logistics? (XOXD)
 - (aa) Does the plan allow for multinational military operations? (XOXD)
 - (bb) Are AFSOF used in accordance with joint doctrine (Joint Pub 3-05)? (XOFU)
 - (cc) Does politico-military situation still support objectives of the plan? (SAF/IAC, IAE, IAL, IAM, IAP, IAX)
 - (dd) Are disclosure issues evident or affected by review of the plan? (SAF/IAC, IAD, IAE, IAL, IAM, IAP, IAX)
 - (ee) Does the plan consider appropriate prioritized objectives and tasks, operational phasing, endstate or termination requirements and measures of merit for assessing campaign process? (XOOOC)
 - (ff) Does the plan consider operational constraints that may impact campaign success? (XOOOC)
 - (gg) Are provisions made to allow operations when critical units or assets (F-117/F-16 HTS) are committed to another theater? Is this possibility addressed? (XOOOC)

(hh) Have counterspace operations (both offensive and defensive) been included throughout the plan and, in particular, Annexes K and N (per Joint Pub 3-14)? (SAF/SXP)

(ii) Does the plan clearly describe the CINC's exit strategy? (XOXD)

(jj) Are all aspects of the plan consistent with applicable US law? (JAI)

(kk) Is the plan consistent with US obligations under international law, including any applicable agreements? (JAI)

(2) Task Organization

(a) Are proper units designated for tasking? (XOFC)

(b) Is tasked unit available for tasking (debusting, inactivating)? (XOFC)

(c) Is unit PAA or PAI and BAI correct in plan? (XOFC)

(d) Are any PCRs, initiatives, or actions affecting unit in process? (PEF/XOXP)

1. If yes, does action affect plan? (PEF/XOXP)

2. If action is approved, is public announcement complete? (PEF/XOXP)

(e) Will plan affect other units; e.g., will deployment require a shift in TF training? (XOFC)

(f) Do the forces flow into the theater in an appropriate order (e.g., if defensive measures are required, do theater air defense assets arrive first)? (XOOC)

(3) Intelligence

(a) Are all phases of the plan supportable by available USAF intelligence forces? (INXX)

(b) Is the USAF intelligence force structure adequate to support the concept of operations? (INXX)

- (c) Does the plan provide a summary of the requirements, taskings, and concept of operations that USAF intelligence planning supports? (INXX)
- (d) Has appropriate or maximum use of USAF intelligence forces residing in the USAF Reserves and Air National Guard been made and are the identified AF/RE and ANG elements capable of meeting mission requirements? (INXX)
- (e) Are the responsibilities for USAF intelligence support clearly stated and understood by all US, component, and HN supported or supporting commands involved in the plan? (INXX)
- (f) Are known USAF intelligence constraints or shortfalls identified and have alternative resources (Reserves, contractors) been considered where constraints are known to exist? (INXX)
- (g) Are USAF Intelligence organization designators identified in the plan current? (INXX)
- (h) Are astronomical, climatic, and meteorological aspects as they pertain to the operational environment included IAW CJCSI 3122.03 and Joint Pub 3-59? (XOWP)
- (i) Does the plan require a targeting section? (HQ 497 IG/INOT)
- (j) Is target selection consistent with CINC's objectives and guidance? (HQ 497 IG/INOT) Is target selection consistent with the law of war or law of armed conflict? (JAI)
- (k) Are sufficient intelligence assets tasked, or under OPCON of the CINC, to provide the required information to execute the plan as it is conceived? (XOOC)
- (l) Are intelligence assets phased correctly in the flow plan for deployment? Will the CINC have sufficient assets in theater to identify time-critical and high-priority targets in a timely fashion? (XOOC)

(4) Operations

- (a) Do all cited references (annexes and appendixes) reflect the most current versions of DOD, Joint Staff, and Service policy and doctrine? (Especially important in rapidly evolving areas of IW, C2W, and EW) (XOFE)
- (b) Does this annex contain an appendix for C2W, or as a minimum, contain a section dedicated to explaining the importance of integrating the separate tools of C2W into a coherent plan in support of CINC objectives? (XOFE)
- (c) Does the EW appendix explain how EW can be employed in support of other C2W tools and in support of overall C2W objectives? (XOFE)
- (d) Does the EW appendix describe a need to plan for conducting rapid reprogramming of electronic warfare systems (jammers, RWRs, integrated EW suites)? (XOFE)
- (e) Does the plan task fighter or bomber aircraft? (XORC)
 - 1. Is tasking realistic and feasible with available assets (deployment schedules, force structure mixes, and employment consistent with WMP-5)? (XORC)
 - 2. Will tasking conflict with two MRC scenario plans? (XORC)
- (f) Has the theater AE system been assessed for transporting 3 percent of the projected NEO population as medical evacuees? (Ref.: Appendix 13 to Annex C) (SGXR)
- (g) Does the plan identify requirements, capabilities, and shortfalls in theater AE system operations? (Ref.: Tab C to Appendix 15 to Annex C: Annex Q) (SGXR)
- (h) Are meteorological conditions considered in the assessment of the operational environment IAW Joint Pub 3-59? (XOWP)
- (i) Does the plan clearly define ROE as it applies to MOOTW? Are the ROE consistent with the law of war and law of armed conflict? (JAI)
- (j) Will plan necessitate increased flying hours? (XOOT)
- (k) Status of mods to unit MDS? (XORC)

1. Is unit required mod due to plan tasking? (XORC)
2. Can mod schedule be accelerated? (XORC)
 - (l) Does plan have appropriate weapons and munitions? (XOFW, XORC)
 - (m) Are AFSOF assigned appropriate missions in conventional operations, PSYOPS, SO, and SAR operations? (XOFU)
 - (n) Is C2 properly defined for AFSOF? (XOFU)
 - (o) Has an overall air campaign plan been developed in support of the CSC and is it adequate? (XOXS, XOOOC)
 - (p) Have the proper forces been selected to support the air campaign? (XOXS, XOOOC)
 - (q) Are beddowns appropriate to achieve air campaign results in support of the CINCs Strategic Concept? (XOXS, XOOOC)
 - (r) Have requirements been properly time-phased? (XOXS, XOOOC)
 - (s) Are deterrent force modules adequate for the mission assigned? (XOXS, XOOOC)
 - (t) Has the minimum force been identified? (XOXS, XOOOC)
 - (u) Force Apportionment
 1. Did the CINC exceed the force apportionment? (XOXW)
 2. Are units available for deployment on or before their required delivery date? (XOXW)
 3. Are there any UTC or unit mismatches? (XOXW)
 - (v) Are there any significant shortfalls or limiting factors within combat or support forces? (XOXW)
 - (w) What items or forces, if not available, are show-stoppers? (XOXS, LGXX)

- (x) Have all early required actions (e.g., NCA decisions) been identified? (XOXW)
- (y) Has the core UTC package concept been properly applied? (XOXW)
- (z) Have any dependent aviation squadrons been bedded down without an independent squadron? (XOXW)
- (aa) Are composite wings properly bedded down? (XOFC, XOXW)
- (bb) Is the concept for conducting theater E&R operations clearly spelled out? (JSSA/DO)
 - 1. Are all conventional and unconventional forces (units and assets) involved in E&R operations identified? (JSSA/DO)
 - 2. Are the available forces sufficient to carry out assigned tasks, or is augmentation required? (JSSA/DO)
 - 3. Have unit responsibilities during deployment, employment, and redeployment been stated? (JSSA/DO)
- (cc) Are command relationships spelled out? (JSSA/DO)
 - 1. Has a particular component been tasked to establish a JSRC? (JSSA/DO)
 - 2. Have the JSRC tasks been specified; e.g., develop and publish SAR SPINS, coordinate theater SAFE and/or recovery areas? (JSSA/DO)
- (dd) Has appropriate manning for the JSRC, and component RCC as applicable, been stipulated and identified? (JSSA/DO)
- (ee) What are the E&R C4I requirements, and are they adequate to support the mission? (JSSA/DO)
- (ff) Have the E&R tasks of the components and subordinate commanders been specified? (JSSA/DO)
- (gg) Is information provided in sufficient detail to enable components to forward requirements for SAFE areas, and to

effectively obtain E&R aids (e.g., blood chits, evasion charts, pointee-talkees, etc.) and UAR support? (JSSA/DO)

(hh) Has pertinent documentation been identified that provides information on the E&R environment where operations will be conducted? (JSSA/DO)

(ii) Have PSYOP requirements to support E&R operations been identified? (JSSA/DO)

(jj) Have provisions been made to ensure SERE refresher training is conducted, and are MTT requirements specified? (JSSA/DO)

(kk) Has a repatriation plan been developed, is it referenced, and is it available to components and subordinate units? Have duties and responsibilities been spelled out; e.g.:

1. J-1 for Casualty Affairs (DUSTWUN, MIA, POW, etc.)?
2. J-2 for returnee debriefing responsibilities?
3. J-4 for returnee transportation requirements?
4. J-5 for Department of State diplomatic support, if required?
5. Theater medical teams for processing returnees?
6. Mortuary Affairs for processing deceased returnees?
7. Coordination with international humanitarian organizations; e.g., IRC for support to POWs, hostages, and DETs? (JSSA/DO)

(ll) Is there a requirement for SERE continuation training in support of wartime contingencies? (JSSA/TN)

(mm) Is there a requirement to request SERE MTTs to provide theater specific training prior to deployment or at deployed locations? (JSSA/TN)

(nn) Is there a requirement to conduct training exercises with SERE and CSAR elements which support operational contingencies? (JSSA/TN)

- (oo) Are there mission planning contingencies for E&R? (JSSA/DO)
- (pp) Is there clear guidance for the disposition of ISOPREP and EPA information of missing or isolated personnel? (JSSA/DO)
- (qq) Is there clear guidance concerning the treatment and debriefing of recovered evaders, POWs, and escapees? (JSSA/DO)
- (rr) Are there instructions for the dissemination of recovered personnel debriefing reports? (JSSA/DO)
- (ss) Are there emergency distressed personnel communication plans, procedures, and required training? (JSSA/DO)
- (tt) Is there a plan for distribution, training, and use of SAR codes used in the AOR? (JSSA/DO)
- (uu) Is there guidance for familiarizing personnel with CSAR SPINS? (JSSA/DO)
- (vv) Does SERE continuation training properly prepare combatants for their wartime missions? (JSSA/TN)
- (ww) Have E&R reports and messages been developed, standardized and pre-formatted, and are they available for use by components? (JSSA/DO)
- (xx) Is the joint and/or combined operational C2 structure clearly defined in accordance with Joint Publication 3-56.1 - "C2 of Joint Air Operations"? (XOFI)
 - 1. Has the JFC appointed an ACA, JFACC, and AADC and has he defined authority, responsibility, and relationships? (XOFI)
 - 2. Has the airspace control area been defined and is there a comprehensive ACP (the playbook for effectively operating the airspace control system, airspace control, fire support and supporting arms coordination, and air defense? (XOFI)

3. Is there an integrated AADP which assigns airspace control sectors or air defense regions commensurate with each component's capabilities within the AOR? (XOFI)

4. Have joint, Service and combined ACM's (CAP or orbit areas for fighters, tankers, AWACS, ground TACS, ROE, IFF, RTF, etc.) been determined, standardized and widely promulgated? (XOFI)

5. Has the ACO and ATO process and procedures been defined and communication means available? (XOFI)

(5) Logistics

(a) Will support structure accommodate beddown of forces and weapons? (Consider weapon storage facilities, shelters, etc.) (XORC)

(b) Is the tasking logically supportable? Is there synergy with like support equipment from other units? (XORC)

(c) Will tasking over stress available deployable assets leaving CONUS units incapable of continuing training? (XORC)

(d) Is medical participation in the mortuary affairs process limited to declarations of death? (Ref.: Appendix 2 to Annex D) (SVX)

(e) Does the plan identify requirements, capabilities, and shortfalls in theater AE system operations? (Ref.: Tab C to Appendix 15 to Annex C; Annex Q) (SGXR)

(f) Is meteorological logistic support included? (XOWP)

(g) Does the plan address, at a minimum, the specific items identified in AFMAN 10-401, Figure A2.60, Format for POL Supply Appendix? (LGSP)

(h) Is the use of fuels mobility support equipment (FMSE) identified? Specifically, use of forward area refueling points (FARP) and aircraft bulk fuel delivery systems (ABFDS)? (LGSP)

(i) Are special fuels required (JP-7 and JPTS)? If so, does CONOPS identify special fuels movement and storage? (LGSP)

- (j) Does plan address type of fuel available in the AOR and requirement for, or supply of, fuel additives? (LGSP)
- (k) Are fuel requirements identified in 10-day increments? Are they realistic? (LGSP)
- (l) Is line haul resupply of fuel available to support air and ground operations? If not, does CONOPS address a plan to provide air resupply? (LGSP) Are line haul security measures addressed? (SPX)
- (m) Is fuels support mentioned in the assumption portion of the plan? If so, are the assumptions viable? (LGSP)
- (n) Does the concept of operations include an adequate method for reconstituting strategic airlift? (LGSP)
- (o) Does plan address provisions for aircraft part resupply and retrograde? (LGSP)
- (p) Can common items be procured locally? (LGSP)
- (q) Is there a sound method or system to establish communications connectivity? (LGSP)
- (r) Are adequate storage facilities available at deployed locations; e.g., refrigerated, classified, and weapons? (LGSP)
- (s) Do the numbers and deployment locations of engineering units appear adequate to support TPFDD forces? (CEOR)
- (t) Is the arrival of engineering units timed to at least coincide with the expected arrival of the forces they are to support? (CEOR)
- (u) Do engineer taskings comply with DODD 1315.6 and Joint Pub 4-04 policy and guidance? (CEOR)
- (v) Are the supported unified command's theater construction policy and standards clearly stated? (CEOR)
- (w) Is the availability of, and potential sources for, both US and HN facilities, labor, equipment, and materials adequately addressed? (CEOR)

- (x) Are any engineering support capability shortfalls described, and have options for reducing or eliminating them been developed? (CEOR)
- (y) Do munitions allocations support tasked units? (XOFW)
- (z) Have the plan writers identified munitions requirements and have they established time-phased deployment responsibilities? (LGMW)
 - 1. Does the plan identify facility (real estate) requirements? (LGMW)
 - 2. Does the plan identify personnel and hardware needed to receive deployed munitions, hold them in interim storage if necessary, deploy them forward, and build them up for sustained operations? (LGMW)
 - 3. Is there evidence that HN counterparts have participated (where appropriate) in the planning process? (LGMW)
 - 4. Does the plan include the need for AF port teams to act as liaisons for distributing munitions assets? (LGMW)
 - 5. Does the plan identify stringent munitions accounting capabilities to support total asset visibility for the warfighting CINC? (LGMW)
 - 6. Does the plan cite the support needed to transship munitions to support other warfighting units within the AOR? (LGMW)
- (aa) Is the plan logically feasible; i.e., does it consider appropriate time phasing, carrier availability, closure profile, distribution objectives, and redeployment constraints? (XOOC)
- (bb) Are FDOs clearly identified and accounted for in the TPFDD? (XOXW)
- (cc) Are movement of non USG forces on USG aircraft addressed and airlift requirements identified? (LGXX)
- (dd) Does the plan address transfer of readiness spares packages to Air Force Combat Supply Squadron (AFCSS) if unit

deploys to collocated operating base (COB) or bare base?
(LGSP)

(ee) Have actions been taken to establish accounts with AFCSS? Have actions been taken to address financial requirements necessary to the transfer; e.g., AF Form 616?
(LGSP)

(ff) Can liquid oxygen and/or nitrogen be produced locally? If not, is the use of liquid and/or nitrogen generating plant identified? (LGSP)

(6) Personnel

(a) Is medical support programmed into the processing of formerly captured, missing, or detained US personnel? (Ref.: Appendix 2 to Annex E) (SGXR)

(b) Has the basic plan identified overall military and civilian personnel functional impact and servicing responsibilities?
(DPXC)

(c) Do other functional annexes identify any personnel requirements, responsibilities, or procedures? (DPXC)

(d) Are required personnel services provided for in the personnel annex? (DPXC)

(e) Have all assumptions been defined and considered?
(DPXC)

(f) Are any special training requirements identified? (DPXC)

(g) Can the planned manpower requirements be met from Active and Reserve component resources? (DPXC)

1. Review TPFDD. (DPXC)

2. Review strategic, sustainment, and in-place force list(s). Has the availability of DAF civilian personnel support been considered? (DPXC)

(h) Are there any skill shortages that cannot be met through substitution? (DPXC)

- (i) Would waiving current directives, policies, or procedures resolve any potential limiting factors? (DPXC)
- (j) Are all personnel factors that limit execution of the plan stated in the "Limiting Factors" paragraph? (DPXC)
- (k) Are Personnel Support for Contingency Operations (PERSCO) requirements identified? (DPXC)
- (l) Are requirements, responsibilities, and procedures established in the event of NEOs? (DPXC)
- (m) Are security assistance programs or personnel to a region or country affected by review of the plan? (SAF/IAC, IAE, IAL, IAM, IAP, IAX)
- (n) Does the legal appendix provide clear guidance on the provision of legal support, including points of contact, deployment of personnel, required resources, and assignment of responsibilities such as claims and discipline? (JAI)

(7) Public Affairs

- (a) Is there PA guidance contained in the PA annex outlining release authority and the appropriate response to news media inquiries? (SAF/PAM)
- (b) Does the plan include a basic release and appropriate questions and answers for use in answering news media inquiries? Are additional Air Force specific questions and answers needed? (SAF/PAM)
- (c) Will there be a media pool deployed in support of the operation? Has policy been determined for embarking media on operational aircraft? (SAF/PAM)
- (d) Are provisions for manning JIBs and sub-JIBs included? Do the personnel requirements match available resources? Is there appropriate Air Force representation at each location? (SAF/PAI)
- (e) Are Manning requirements appropriately time-phased? Are PA assets identified for early deployment? (SAF/PAI)

- (f) Are equipment requirements for deploying personnel identified and sourced? (SAF/PAI)
- (g) Have the communications requirements (access to telephones, INMARSAT, etc.) been addressed in both the PA and communications annexes? (SAF/PAI)
- (h) Does the PA annex address internal information needs? Are adequate AFRTS resources requested? (SAF/PAI)
- (i) Does the PA address community relations programs? Are community relations advisors required at deployed locations? (SAF/PAC)

(8) Meteorological And Oceanographic Services

- (a) Is the concept of METOC operations and services defined and documented IAW with Joint Pub 3-59 and AFI 10-401? (XOWP)
- (b) Are tasks and responsibilities IAW CJCSI 3810.01? (XOWP)

(9) Command Relationships

- (a) Is C2 of AFSOF in accordance with joint doctrine (Joint Pubs 3-05 and 3-05.3)? (XOFU)
- (b) Does the plan clearly delineate command relationships that will avoid confusion during execution? (XOXD, XOXW)
- (c) If SOF forces are to be employed, do the component commanders have sufficient liaison access to effectively employ with the SOF units? (XOOC, XOFU)

(10) Command, Control, and Communications

- (a) Have medical communications requirements and capabilities been identified and integrated into the theater contingency networks? (Appendix 3 to Annex K; Annex Q) (SGXR)
- (b) Are Meteorological Control (METCON) procedures stated IAW CJCSI 3810.01? (XOWP)

- (c) Are the means of meteorological communications explained IAW Joint Pub 3-59? (XOWP)
- (d) Are there adequate voice and data link communications to support required C2 interfaces? (XOFI)
 - 1. Does the plan address Tactical Digital Information Link (TADIL) network designs? (XOFI)
 - 2. Does the plan address TADIL interface issues (e.g., TADIL J < > TADIL B)? (XOFI)
 - 3. Does the plan address Frequency Management? (XOFI)
 - 4. Does the plan address encryption and key management? (XOFI)
- (e) Is there a structure for determining intelligence requirements, processing and analyzing data, and disseminating information in a timely manner? (XOFI)
 - 1. If intelligence and RECCE functional areas and platforms are included in the plan, are they properly employed? (XOFI)
 - 2. Do the numbers have any basis in reality and are those assets available to the CINC? (XOFI)
 - 3. Can specified timelines be met? (XOFI)
 - 4. If RECCE isn't in there, are other assets missing also (ground stations, COMM systems, etc.)? (XOFI)
- (f) Is an Information Warfare (IW) strategy identified? (XOXD)

(11) Mapping, Charting, Geodesy

- (a) Is an MC&G annex needed? (HQ 497 IG/INOT)
- (b) Does the plan state a requirement for standard MC&G products? (HQ 497 IG/INOT)
- (c) Are MC&G products to be transported by deploying units, or are MC&G WRS to be pre-positioned? (HQ 497 IG/INOT)

- 1. Is DMA properly tasked to provide MC&G stocks to deploying units or pre-positioning site IAW CINC guidance? (HQ 497 IG/INOT)**

- 2. Is MC&G product transportation requirement outlined in TPFDD Documentation? (HQ 497 IG/INOT)**

(12) Space Operations

- (a) Is meteorological information provided by space assets described? (XOWP)**

- (b) Do all counterspace operations reflect the current joint space operations doctrine (Joint Pub 3-14), DOD Space Policy, and USAF space policy (AFPD 10-12)? (SAF/SXP)**

- (c) Have the limiting factors for space operations be adequately cited (e.g., time to reposition satellites, requests for launch of new or replacement satellites)? (SAF/SXP)**

- (d) Does Annex N accurately reflect the current force structure and capabilities for space systems that provide communications, environmental, navigation, warning, and surveillance mission support? (SAF/SXP)**

- (e) For the enemy space threat, does Annex N reflect not only threats against US space systems but also how US space systems can be exploited by the enemy and how the enemy's forces are enhanced by their use of space systems? (SAF/SXP)**

- (f) Does Annex N accurately limit discussion of anti-satellite (ASAT) capabilities to physical attacks against satellites on orbit only (e.g., not apply ASAT to EW or attacks against satellite ground stations)? (SAF/SXP)**

- (g) Does Annex N provide guidance for the theater commander to request mobile ground station support (e.g., DMSP satellite read out terminals)? (SAF/SXP)**

- (h) Does Annex N provide guidance on requesting additional space system user equipment (e.g., GPS manpacks)? (SAF/SXP)**

- (i) Do the C2 relationships in Annex N accurately reflect the organizational responsibilities of USSPACECOM's Army, Navy, and Air Force component commands? (SAF/SXP)
- (j) Does Annex N reflect the current procedures for requesting a USSPACECOM Space Support Team? (SAF/SXP)

(13) Wartime HN Support

- (a) Are international agreements affected by the plan? (SAF/IAC, IAL, IAE, IAM, IAP, IAX, JAI)
- (b) Are notifications to foreign governments considered as changes to plan force structure are formulated? (SAF/IAC, IAE, IAL, IAM, IAP, IAX, JAI)
- (c) Are notifications to foreign governments taken into consideration as plan is implemented? (SAF/IAC, IAE, IAL, IAM, IAP, IAX)
- (d) Is fuels support addressed? If not, should it be? Note: Navy is executive agent for worldwide bunker fuel contracts. (LGSP)

(14) Medical Services

- (a) Are planning factors and assumptions consistent with the DPG, USAF WMP-1, and the supported theater CINC? (SGXR)
- (b) Does the plan identify potential limitations or shortfalls and possible resolutions in the following areas? (SGXR)
 - 1. Hospitalization and Hospital Beds. (SGXR)
 - 2. Aeromedical Evacuation. (SGXR)
 - 3. Blood. (SGXR)
- (c) Does AE planning address system support to all Services? (SGXR)
- (d) Is support to the supported CINC's blood and medical regulating activities addressed? (SGXR)
- (e) Have medical communications requirements and capabilities been identified and integrated into the theater

contingency networks? (Appendix 3 to Annex K; Annex Q) (SGXR)

(f) Does the plan identify requirements, capabilities, and shortfalls in theater AE system operations? (Ref.: Tab C to Appendix 15 to Annex C: Annex Q) (SGXR)

(15) Force Protection

(a) Has security been provided for USAF assets? (SPX)

(b) Has security been provided for USAF personnel? (SPX)

(c) Does the plan provide for the integration of supporting force protection forces? (SPX)

1. US Forces (Army or USMC). (SPX)

2. HN security forces (SPX).

3. Coalition security forces. (SPX)

4. Has communications been coordinated and integrated with rear area units to include HN and coalition security forces? (SPX)

(d) Has the need for air defense for airfield operations been planned for? (SPX)

(e) Are ROE provided for escalating levels of ground threat? (SPX)

(f) Are procedures and systems provided to ensure threat intelligence is planned for security forces in the rear area? (SPX)

(g) Have tactical AORs been delineated for airfields in the rear area? (SPX)

(h) Have LOC and coordination with RAOC been delineated? (SPX)

(i) Have information security procedures been specified to protect classified information? (SPX)

- (j) Has a JRAC position been identified to ensure adequate joint and combined security support is provided for US forces in the rear area? (SPX)
- (k) Does the plan allow for adequate security of assets and appropriate force protection measures prior to the deployment of equipment and personnel? (SPX)

c. Navy

(1) Operations

- (a) Are forces assigned in plan IAW current "Forces For" list and JSCP? (N312, N512, N42) Are "below the line" forces assigned in plan IAW NCMP?
- (b) Does plan allow for general distribution of forces (e.g., LANT, PAC)? (N312, N512)
- (c) Does plan consider that assets may be assigned to other missions or duties? (N312)
- (d) Are forces reflected in TPFDD? (N312, N42)
 - 1. Are forces deployed in fractional units and scheduled as required?
 - 2. Are units defined with proper UTCs, minimizing the use of "?99BB"?
- (e) Does the plan allow for adaptive force packaging? (N312, N42, N512)
- (f) Does plan cite alternate forces if requested forces are not available (undergoing scheduled maintenance, etc.)? (N312, N42)
- (g) Have ROE been incorporated? (N312, N52)
- (h) Have previous lessons learned been incorporated? (N312)
- (i) Does plan adequately consider weather, geography, etc.? (N312)

- (j) Are allied, friendly, and coalition forces (NATO, UN, etc.) addressed? (N312, N512, N52)
- (k) Is initial scenario realistic? Is it stepped in sequentially to address possible changes in the initial scenario? (N312, N20)
- (l) Are political realities addressed? (N52, N20)
- (m) Has the potential for friendly and/or hostile use of nuclear weapons been considered in the plan? (N514)
- (n) Has the potential for friendly or hostile use of other WMD been considered in the plan? (N514)
- (o) Is NBC (including defensive aspects and resource requirements) addressed in full? (N514, N42)
- (p) Does the plan address force operational and occupational safety issues? (N45)
- (q) Have clear command relationships been established? (N312, N511)
- (r) Does the composition of the JFC staff reflect the composition of the joint force? (N312, N511)
- (s) Are the commander's responsibilities within his span of control? (N312)
- (t) Have the ACA, JFACC, and AADC been appointed? Are the limits of authority, responsibility, and relationships consistent with the forces assigned and objectives of the mission? (N312, N511)
- (u) Are Service assignments to the JFACC and the JTBCB reflective of the contributions of each Service's air forces? (N312, N511)
- (v) Does the air campaign plan support the CINC's strategy? (N312)
- (w) Does tasking provide training prior to conflict in order to integrate forces and maintain high combat readiness? (N312)

(x) Have the ACO and ATO process and procedures been defined and is the communication means tested and available? (N312)

(y) Have applicable C2W strategies been incorporated per MOP 30? (N64, N513)

(2) Personnel

(a) Does plan require employment of Emergency Fleet Augmentation Plan, PSRC authority, or some level of mobilization for execution? (N095, N1J, N1R, N312)

1. If so, are required forces or personnel adequately identified in the plan and available in appropriate parts of the Navy's force and personnel structure?

2. If PSRC is required, are Navy's CONUS and OCONUS support requirements readily identified?

(b) Do all of the required force units reside in the Active force? Are they available, or are they occupied in another contingency operation? (N312)

(c) Have all deployable support requirements been identified (Seabees, cargo handlers, port security, in-theater lift, MCM, medical, chaplains, messing, berthing, logistics)? (N1J, N1R, N093, N095, N097, N312, N42, N511)

1. Do all forces required exist in the Active force structure?

2. If not, do they exist in the Reserves? What part (SELRES, IRR, other)?

3. If in the Reserves, are they time-phased to permit mobilization processing and deployment?

4. If in the Reserves, are supporting forces for NMPS operations identified too, or is Active throughput capacity adequate to meet needs?

(d) Are all of the required individuals (by skill) available in the Active force? (N1J, N1R, N312, N095)

1. If yes, are they available or otherwise employed?

2. If no, are they available in the Reserve? If so, what part (SELRES, IRR, other), what level of mobilization is required to access it, and is that compatible with plan planning guidance?

(e) Are CONUS-based, non-deploying, non-OPLAN or CONPLAN w/TPFDD support forces (CS, CSS, STAFF) identified in the plan and do they exist in the Active force? (N1J, N1R, N312, N095)

1. If not, do they exist in the Reserves? If so, what part, and what level of mobilization is required to access it?

2. What is the impact on plan execution if dependent upon the Reserves for execution?

(f) Are the augmentation or backfill required to sustain CONUS-based support capabilities (NMPS, medical, logistic, repair, etc.) available in the Active force structure? (N1J, N1R, N312, N42, N093, N095)

1. If not, what are the impacts on plan execution?

2. If not, are they available in the Reserve? Under what condition of mobilization?

(g) Is the supported commander's policy on unit rotation and replacement due to personnel or equipment attrition identified? (N1J, N1R, N312, N8, N095)

1. If not, what is Navy's policy?

2. At what point do Navy's attrition models indicate need for replacement of force structure in theater?

3. Are replacements available in the Active or Reserve force structures?

4. If in the Reserve, what level of mobilization is required to access it?

5. Does Navy use non-unit-related personnel (NUP) filler or replacement personnel? If so, are these requirements and their sources of fill identified? Are their transportation

requirements included in the OPLAN or CONPLAN w/TPFDD?

(h) What level of involuntary recall or mobilization authority is required for plan execution? (N1J, N1R, N312, N42, N511, N095)

1. If PSRC, what are the Navy's minimum SELRES allocation requirements?

2. What is the impact on plan execution if Navy's minimum allocation requirements are not met?

(i) Do Navy's mobilization and deployment processing capabilities support the OPLAN or CONPLAN w/TPFDD deployment flow requirements? If not, what are the impacts and alternatives? (N1J, N1R, N312, N42, N093, N095)

(j) Do the support forces (Active and Reserve), appear early enough in the TPFDD to be in theater when the support is required? (N1J, N1R, N093, N095, N312, N42) Have temporary missions, such as site surveys, been considered?

(k) Has planning guidance contained in the NCMP regarding mobilization, processing and deployment times for Reserve and other personnel been employed correctly in developing the OPLAN or CONPLAN w/TPFDD? If not, what is the impact on plan execution? (N1J, N1R, N093, N095, N312, N42)

(l) If the plan, as written, is based on PSRC or some level of mobilization, is it feasible to execute some part of the plan absent the personnel resources made available by these authorities? (N1J, N1R, N093, N095, N312, N42)

1. If so, what part? Is it enough?

2. If not, what is the impact?

(m) Are Navy personnel augmentation capabilities adequate to meet required augmentation requirements identified in the plan and other known, related baseline augmentation requirements (OSD, JCS, Joint Staff, Defense agencies, etc.) that may not be identified in the plan? (N1J, N1R, N095, N312) If not, what level of mobilization or other authority is required to access all personnel resources needed for plan support?

- (n) Have linguist requirements for plan execution been identified? (N1J, N1R, N312, N2, N095)
1. If so, are Navy personnel resources, Active and Reserve, adequate to meet requirements?
 2. If Reserve personnel resources are required, what part of the reserve is affected (SELRES, IRR, other PIM) and what level of mobilization is required to access the resources?
 3. If Navy resources are unavailable or inadequate, are joint or contracted services available to satisfy the requirement? Are procedures for contracting these services identified?
- (o) Is the timeline for personnel reporting to POEs feasible? Does it consider recall, reporting to RESCEN and subsequent processing by NMPS? (N095, N1J, N1R, N312)
- (p) Is a personnel rotation policy included in the plan? (N1J, N1R, N312)
1. If so, are Navy Active, Reserve and civilian personnel resources needed to support it?
 2. If so, are adequate Active, Reserve, and civilian personnel resources available under the plan's assumptions? If not, what are the identifiable shortfalls and impact on plan execution?
- (q) Have the following personnel-related planning factors and requirements been addressed in the plan (N095, N1J, N1R, N312, N42, N52):
1. Conditions in which personnel will serve.
 2. Unique or special uniform, personal gear, or weapons requirements for designated personnel augmentees.
 3. SOFA and/or diplomatic clearance restrictions and procedures to be observed in plan execution.
 4. Personnel accounting and reporting coordination instructions for theater.

- (r) Are personnel-related force module requirements clearly identified in the plan (e.g.--mine warfare planner, etc.)? (N1J, N1R, N312, N095)
1. Are the personnel resources to man force modules in the Active or Reserve component?
 2. If in the RC, what part (SELRES, IRR, other) and at what level of recall or mobilization authority?
 3. If based on PSRC authority, what is the impact if Presidential authority is not invoked for the full authorized period--270 days?
 4. Have force modules been checked for cross assignments?
 5. Have the force modules been built with PINs and CINs?
- (s) Have time-phased afloat personnel attrition planning estimates and time-phased ashore personnel attrition planning estimates been coordinated with Service components for (N1J, N1R, N312):
1. level of combat intensity.
 2. duration.
 3. type (conventional, CBR and/or terrorist environments, as appropriate).
 4. CONUS and/or OCONUS force locations, disease non-battle injuries (DNBI).
 5. military and DON civilian.
- (t) Has Service planning guidance on identifying requirements for mobilization and deployment processing, accounting and deployment of DOD civilians into theater and their redeployment at the conclusion of operations been incorporated? (N1J, N1R, N511)

(u) Has deployment planning for casualty replacement of NUP been incorporated into OPLAN or CONPLAN w/TPFDD? (N1J, N1R, N312)

(v) Manpower assessments (N1R, N312):

1. Does the Navy have adequate manpower assets (quantity and quality, Active and/or Reserve) to meet projected needs?

2. For plans requiring mobilization, is NMPS throughput adequate to meet plan time-phased surge requirements for mobilized members?

(w) Are JTF personnel augmentation requirements anticipated and is their time-phasing clearly identified in the plan? (N1J, N1R, N312, N095)

1. Can they be met with projected Active personnel resources?

2. If not, can they be met with projected Reserve personnel resources? If so, when and at what level of mobilization authority?

(x) Have all of the personnel requirements for the JTF staff been sourced from either the tasked CINC or the tasked CINC's components? (N1J, N1R, N095)

(3) Intelligence

(a) Does the basic plan describe enemy forces, define their missions and assess their ability to carry them out successfully? (N20)

(b) Does Annex B provide an estimate of enemy capabilities for: (N20)

1. Naval warfare (surface, subsurface, air, C2, mine, amphibious).

2. Air warfare (integrated air defense).

3. Ground warfare.

4. Special operations.

5. WMD and NBC.

6. Terrorism.

7. Intelligence collection.

(c) Does Annex B list probable enemy allies and likely operational and intelligence support they will provide? (N20)

(d) Does Annex B include a listing of EEI or PIR? (N20)

(e) Does Annex B assign intelligence tasks to subordinate, attached and supporting commands? (N20)

(f) Does Annex B address the concept of operations, responsibilities, and allied participation for: (N20)

1. Signals intelligence (COMINT, ELINT, FISINT).

2. IMINT.

3. HUMINT.

4. Measurement and signature intelligence.

5. Targeting and BDA.

6. Counterintelligence.

(g) Is Annex B consistent with joint doctrine (Joint Pub 2-Series)? (N20)

(h) Does the plan provide a concept of operations for tasking, collecting, processing, analyzing, and reporting intelligence for both organic and non-organic reconnaissance, surveillance, or intelligence assets? (N20)

(i) Does the plan have sufficient intelligence (surveillance and reconnaissance) collection assets available to support operations? (N20, N312)

(j) Does the plan provide E&E procedures and assets? (N20, N312)

- (k) Does the plan provide a concept of operations and procedures for detaining and debriefing EPWs? (N20, N312)
- (l) Does the plan provide a concept of operations and procedures for acquiring and exploiting foreign material? (N20)
- (m) Does the Communications Annex (K) describe the intelligence communication architecture in sufficient detail for component command integration? (N20, N62)
- (n) Does the Communications Annex (K) describe intelligence connectivity in sufficient detail to allow each Service to determine interoperability through the chain of command and between Services? (N20, N62)
- (o) Does the plan require a Cryptologic Annex? (N20)
- (p) Does the plan require an IW Annex? (N20, N64)
- (q) Does the Deception plan include requirements for intelligence collection and analysis of measures of effectiveness? (N20)
- (r) Does Intelligence Plan (Annex B) provide required intelligence support to operational planners? (N20, N312)
- (s) Do PIR satisfy warfighters' needs? (N20, N312)
- (t) Are collection objectives focused on satisfying PIR? (N20)
- (u) Are required collection platforms available in theater? If not, can they be relocated when needed? (N20, N312)
- (v) Does intelligence architecture support rapid collection, analysis, and dissemination of intelligence? (N20)
- (w) Is intelligence architecture interoperable among all Services and agencies? (N20)
- (x) Does prisoner interrogation plan promote rapid exploitation and dissemination of intelligence gained? (N20, N312)

(4) Logistics

- (a) Have requirements for joint, multinational, or coalition coordination of operations, communications, and logistics functions (supply, maintenance, transportation, engineering, health and other services) been properly defined? (N42)
- (b) Has "logistics directive authority" been adequately defined? (N42)
- (c) If required, have supporting plans been developed? (N42, N312)
 - 1. Do they provide adequate execution guidance?
 - 2. Do they meet the requirements of the basic plan?
 - 3. Are supporting plans included in transportation and sustainability assessments?
- (d) Has a sustainability assessment of the commander and supporting CINCs' plans been conducted? (N42)
 - 1. Have adequate logistics support assets (transportation, air and seaports, MHE, warehousing, personnel) been identified?
 - 2. Will the logistics support structure be in place early enough in the operation to provide required deployment, resupply sustainment, and redeployment support?
 - 3. Are resupply channels adequate to support projected transportation required for the operations?
 - 4. Are resupply channels for class IV adequate?
- (e) Does the plan require activation of ABFCs? (N42)
 - 1. Are the ABFCs affected by Reserve requirements?
 - 2. Do activation limitations of the ABFCs meet the requirements of the plan?
 - 3. Do the utilized ABFCs exist in sufficient numbers to support the plan? Are USMC ABFC requirements considered?

- (f) Does the plan require the activation of JLLOTS or LOTS? (N42)
1. Which component has the lead for coordination?
 2. Are component requirements or responsibilities for JLLOTS participation specified?
 3. Are unit (ship) requirements for JLLOTS or LOTS participation included in or separate from other unit requirements in the TPFDD?
 4. Are all elements of LOTS or JLLOTS considered?
- (g) Are resupply channels adequate to support projected transportation required for the operation? Are transportation resupply channels adequate to support the projected operation? (N42) Are ALSS or FLS adequate to support operations?
- (h) Has a Service component been identified to provide funding for strategic lift taskings? (N42)
- (i) Has sourcing information from Defense agencies been provided for CONPLANS that include a TPFDD in order to conduct TPFDD feasibility assessments? (N42)
- (j) Salvage forces (N43)
1. Have salvage assets been assigned?
 2. Does the plan include phasing of the assigned salvage assets?
 3. Is TPFDD transportation feasible?
- (k) Repair forces (N42)
1. Are tenders and repair assets assigned or identified?
 2. Does the plan include phasing of the assigned tenders and repair assets?
 3. Is TPFDD transportation feasible?

(l) Has a Civil Engineering Support Plan (Appendix 5 to Annex D) been prepared? (N44)

1. Has a JEPES analysis been completed?
2. Have HN resources (facilities and contractors) been identified and incorporated?
3. Have Class IV material requirements and resources been identified and included in the TPFDD?
4. Are mechanisms planned to coordinate and prioritize joint use of real estate and facilities?
5. Are EPW camps required?

(m) Are timelines for engineer forces feasible and responsive to requirements? (N44)

1. Has a CINC-level engineer command and control structure been planned?
2. Are engineering forces adequate to support the logistics operations?
3. Will engineering forces engage in HA?

(n) Does the plan address management of wastes from operating ships? (N45)

(o) Have adequate air refueling assets been tasked to support naval aviation requirements? (N312)

(5) Communications

(a) Are communications assets sufficient and well-defined for: (N62)

1. C4I, C2W, IW, SALTS, and NTCSS mission support systems configured as common core systems or as adaptive force variants.
2. Global space and terrestrial networking for common view, warrior pull, and collaborative planning technology.

3. Ship and shore WAN and LAN technology.
4. Modeling and simulation exercise technology.
5. Mobile or van littoral operations.
6. MWR technology.
7. Planned technological demonstrations.
8. Over-the-air, wired, and stored COMSEC and INFOSEC.

(b) Has C4I interoperability between nations, Services, and components been addressed adequately? (N62)

(6) Medical

- (a) Are total medical forces and support forces identified for inclusion in the plan adequate to support the theater force structure and corresponding casualty rates? (N093)
- (b) Are timelines established in TPFDD for RDD of medical forces and support forces feasible and supportable? (N093)
- (c) If HA is to be provided as a part of the operations, is the appropriate mix of personnel, supplies, and equipment included in the plan? (N093)
- (d) Are medical intelligence estimates used in threat development and are medical force packages (mix of medical types) adapted to the threat? (N093)
- (e) Are class VIII A and B supply support plans adequate? (N093, N83) If the Army will be acting as TSMLIM, will the items carried in their inventories support requirements of fleet hospitals and hospital ships AMALs if necessary?
- (f) Do communication plans provide inclusion of all medical communication requirements as indicated in Annex K? (N093)
- (g) Is adequate airlift planned for evacuation of casualties? (N093)
- (h) Does the plan require activation of a hospital ship and/or fleet hospitals? (N093, N42, N44)

1. Have arrangements been established for logistic support of the unit(s)?

2. Is the activation effected by Reserve callup?

(7) HN and Coalition Support

(a) Are international agreements affected by the plan? (N52)

(b) Are notifications to foreign governments taken into consideration in the plan? (N52)

(c) Are fuels and logistics support addressed? (N52)

(d) Does the plan allow for multinational military operations? (N52)

(e) Does politico-military situation support objectives of the plan? (N52)

d. Marine Corps

(1) Operations (POC is Deputy Chief of Staff, PP&O (PLJ))

(a) Is the plan written per JOPES format?

(b) Is the plan written per the assigned mission and intent of the higher headquarters commander?

(c) Is the mission clearly defined?

(d) Are supporting plans adequate, feasible, acceptable, IAW joint and Service doctrine?

(e) Are task organizations and command responsibilities adequately defined?

(f) Are the planning assumptions realistic?

(g) Are missions assigned to subordinate units?

(h) Have FDOs been defined, categorized, and prioritized?

- (i) Does the plan address both military and political FDOs? Is the force list correct?
- (j) Are Marine forces apportioned to the plan consistent with the JSCP?
- (k) Does the force list match what is loaded in the TPFDD?
- (l) Is there sufficient lift for the force list?
- (m) Does the plan include phases?
- (n) Is the plan phased in a logical manner and is there an intent statement for each phase?
- (o) In the case of sequential phases, does the endstate of each preceding phase match the initial conditions for the subsequent phase?
- (p) Does the plan address political and strategic objectives?
- (q) Does the plan coordinate available or currently operating national and strategic IW assets?
- (r) Have global sourcing issues been resolved?
- (s) Does the plan envision amphibious operations?
- (t) Are forward deployed amphibious forces included in the plan?
- (u) Does the plan stress MAGTF organization and synergistic effects of employing Marine forces as a MAGTF?
- (v) Does the plan allow for access to national assets by amphibious forces?
- (w) What provisions have been made to support amphibious operations with JTF fire support, EW, and intelligence assets?
- (x) Does the plan provide for smooth transition of C2 of amphibious operations?
- (y) Are amphibious operations and SO properly integrated?

- (z) Are adequate amphibious ships available to support the amphibious lift requirements of the MAGTF?
 - (aa) For amphibious operations, is ship-to-shore transition adequately addressed and in accordance with current doctrine?
 - (bb) How is the MAGTF integrated into the joint force?
 - (cc) Does the plan provide coordination with other services for force protection?
 - (dd) For amphibious operations, are joint force intelligence, EW and fire support assets positioned to support amphibious forces?
 - (ee) Are MPF operations planned?
 - (ff) Is deployment of MPF considered as an FDO?
 - (gg) Are there adequate provisions to deploy the OPP, SLRP, FIE, etc.?
 - (hh) Are NEO operations addressed?
 - (ii) Does the plan address physical security requirements?
 - (jj) Are responsibilities for RAS properly defined?
 - (kk) Are fire support and targeting procedures defined?
 - (ll) Are fire support assets integrated into concept of operations?
 - (mm) Are there adequate provisions for maps, charts, etc.?
 - (nn) Does plan address necessary interagency coordination?
 - (oo) Have all possible deployment means (pre-positioning, airlift, amphibious, etc.) been considered for Marine force?
 - (pp) Are componency issues adequately addressed?
 - (qq) Is a Marine component headquarters identified?

- (rr) Have Marine Corps unique equipment and capabilities been considered in the concept of operations?
- (ss) Has requirement for LNOs been identified?
- (tt) What augmentation (ANGLICO, LNO, etc.) does the Marine Corps need to provide to the joint or coalition force?

(2) ROE

- (a) Do ROE provide adequate provisions for individual and unit self defense?
- (b) Does the plan highlight unresolved ROE issues?
- (c) Does the plan address ROE coordination responsibilities in joint and/or combined operations?
- (d) Are ROE covered for MOOTW?
- (e) Does plan provide for appropriate NCA approval of required ROE?
- (f) Are ROE in accordance with current CJCS Standing ROE?
- (g) Are the appropriate ROE established in each phase?
- (h) Are the ROE complementary to force protection and NCA intent?
- (i) Have the ROE been reviewed for compliance with the following?
 - 1. International law.
 - 2. Domestic law and policy.
 - 3. Commander's guidance and mission statement.

(3) Manpower

- (a) Are apportionment requirements to support plan identified?
- (b) Are TPFDD force requirements supportable by existing force structure?

- (c) Does TPFDD accurately identify force requirements?
- (d) Does TPFDD accurately identify personnel transportation requirements?
- (e) Does plan correctly identify activation and mobilization levels when Reserve support is required upon execution?
- (f) Does plan correctly cite 10 USC references when Reserve support is required upon execution?
- (g) Does plan account for and identify combat replacement requirements?

(4) Mobilization

- (a) Does plan require employment of Emergency Fleet Augmentation Plan, PSRC authority, or some level of mobilization for execution?
 - 1. If so, are required forces or personnel adequately identified in the plan and available in appropriate parts of force and personnel structure?
 - 2. If PSRC is required, are CONUS or OCONUS support requirements readily identified?
- (b) Have all deployable support requirements been identified?
 - 1. Do all forces required exist in the Active force structure?
 - 2. If not, do they exist in the Reserve force structure?
 - 3. If in the Reserve force structure, are they time-phased to permit mobilization processing and deployment?
 - 4. If in the Reserve force, are supporting forces for Mobilization Processing Stations operations identified too, or is Active throughput capacity adequate to meet needs?
- (c) Are all of the required individuals (by skill) available in the Active force?
 - 1. If yes, are they available or otherwise employed?

2. If no, are they available in the Reserve? If so, what part (SELRES, IRR, other), what level of mobilization is required to access it, and is that compatible with planning guidance?

(d) What level of involuntary recall or mobilization authority is required for plan execution?

1. If PSRC, what are the minimum SELRES allocation requirements?

2. What is the impact on plan execution if minimum allocation requirements are not met?

(e) Has planning guidance contained in the NCMP regarding mobilization, processing and deployment times for Reserve and other personnel been employed correctly in developing the OPLAN or CONPLAN w/TPFDD? If not, what is the impact on plan execution?

(f) If the plan as written is based on PSRC or some level of mobilization, is it feasible to execute some part of the plan absent the personnel resources made available by these authorities?

1. If so, what part? Is it enough?

2. If not, what is the impact?

(5) Aviation

(a) Are PAA and force flow correct in the plan?

(b) Does the plan reference an ORD or JORD? If so, how will its approval or disapproval affect the implementation of the plan?

(c) Is the Class V(A) in-theater ordnance allocation sufficient in types and quantities?

(d) Have intelligence requirements been prioritized and submitted?

- (e) How will intelligence be disseminated? Will there be a JIC? Will all squadron S-2s be consolidated at the group or wing level or be kept separate at their respective unit?
- (f) Have UAVs been integrated into the intelligence collection plan?
- (g) Is intelligence targeting data accurate and current? How will it be disseminated?
- (h) How will the ATO be distributed? By whom? When?
- (i) Has a target priority list been established? Is it current or still valid?
- (j) Will JSTARS serve as a sensor or be a C3 platform similar to AWACS? How will aviation units be integrated with JSTARS?
- (k) Have provisions been made for possible NBC Warfare?
- (l) Have HN agreements been arranged for basing, pre-positioning of supplies, and force integration (if applicable)?
- (m) Have beddown sites been surveyed? Is the survey still current? What HN support is available at the sites?
- (n) How will base infrastructure be sourced, and by whom? HN support?
- (o) What tanker assets are available for the FIE and how are they allocated?
- (p) What are the EW priorities, and are they adequately covered IOT support planned operations?
- (q) Are there sufficient air defense assets and ordnance for the planned operations?
- (r) Are TMD operations planned? Who will control assets?
- (s) Have procedures been established for CSAR operations?
- (t) Are deception operations planned? How will they be executed?

- (u) Are amphibious operations planned? If so, who controls amphibious based aircraft?
- (v) Are alternate aviation bases planned if the primary bases become unusable? Will EAF gear be used to support aviation operations ashore?
- (w) Are sufficient C3 assets available? Will joint C3 doctrine be followed? What are the hierarchy or command relationship and data communication connectivity between various Service's C3 units?
- (x) Have the aviation C2 plans, airspace allocation, ACO procedures and promulgation been established?
- (y) Have secure communications procedures been established?
- (z) What is the communications connectivity plan, and how well are air bases and aviation units accounted for in the plan?
- (aa) What is the status of pre-positioned equipment and supplies?
- (bb) What procedures have been established for aviation logistic resupply?
- (cc) What are the procedures for logistic support of attached Services or allies?
- (dd) Are there any inter-Service support agreements? Are they still valid?
- (ee) What is the availability of POL? Method and schedule of resupply?
- (ff) Will TAFDS or trucks be used for refueling efforts?
- (gg) How will MPS supplies reach aviation units? What is the MPS supply timeline? Can common items be procured locally?
- (hh) How will RAS be controlled and coordinated?
- (ii) Will conventional forces be tasked to support unconventional warfare forces? If a possibility, how?

- (jj) Have unit reporting schedules, to higher headquarters, been established?
- (kk) What is the availability of surface, airlift, and sealift assets for the movement of forces?
- (ll) What are the details regarding the air or sea movement of units to POEs, APOEs, PODs, APODs, and the objective area?
- (mm) Are sufficient assets available for the TAOC to receive information from numerous services regarding local air and ground activity?
- (nn) Will the DASC be augmented with joint or allied personnel IOT coordinate the functions of their own forces (if applicable)?
- (oo) Have forward bases and FARPs been surveyed for supportability? Has support equipment been identified for use with Aircraft Bulk Fuel Delivery Systems (ABFDS)?
- (pp) Is meteorological logistics support available? To what degree?
- (qq) Are METOC support requirements and responsibilities identified in the Environmental Annex (Annex H) to the plan?

(6) Intelligence

- (a) Are appropriate intelligence publications and directives referenced? Are they current?
- (b) Does plan clearly identify in-theater intelligence structure and architecture and how external intelligence support enters or connects to theater nodes?
- (c) Are general situation, assumptions, and estimates of enemy capabilities consistent with current estimates?
- (d) Does plan address requirement for transition of national intelligence tasking authority over to DOD and ultimately to commander?
- (e) Does plan request intelligence support from appropriate US commands, Military Departments, and intelligence agencies (CIA, DIA, NSA)?

- (f) Does plan for intelligence collection coincide with operational phasing of plan?
- (g) Are Service or functional components (ground, air, and maritime) appropriately tasked to provide all-source intelligence and I&W to the JFC, other components, and other US and allied forces?
- (h) Is special operations component command tasked to conduct special reconnaissance operations?
- (i) Does concept of intelligence operations address command relationships with component intelligence assets?
- (j) Does plan lay out intelligence responsibilities for collection and production, as well as for data base management in these areas?
- (k) Are intelligence priorities and requirements identified for each phase of the plan?
- (l) Does the plan outline requirements flow and lay out specific procedures for requirements input to include guidance for expeditious forwarding of high-priority, short response requirements?
- (m) Does plan outline procedures for providing support to reinforcing forces not permanently assigned in theater through the various phases of deployment?
- (n) Does plan address inter-theater handoff of intelligence support responsibilities as reinforcing forces are chopped to the supported theater commander?
- (o) Does plan address responsibilities of and procedures for theater JICs in supporting components, to include products and dissemination means?
- (p) Does plan identify reporting paths and requirements identified for both normal and special channels?
- (q) Does plan assign processing, production (to include targeting), and dissemination responsibilities and means?

- (r) Does plan include procedures for input of nominations to target list?
- (s) Does plan identify target priorities and damage criteria?
- (t) Does plan address dissemination of both US only and releasable to allies intelligence?
- (u) Does plan task national agency in-theater representatives in support of the CINC?
- (v) Does plan contain collection and reconnaissance plans?
- (w) Does plan address management and maintenance of commonly held, standard targeting, and order of battle data bases?

(7) C4I

- (a) Has the CINC Joint Frequency Management Office (JFMO) researched and coordinated with any host governments for frequency availability in the AOR?
- (b) Has contingency joint CEOI been distributed to the Marine component commander for the initial 72 hours of the operation?
- (c) Does the CINC have frequency managers that understand Marine Corps unique communication systems and requirements?
- (d) Are there sufficiently trained frequency managers at component headquarters to send frequency requirements up the chain of command in the proper format and in a timely manner?
- (e) Are the CINC's frequency managers properly trained to create the CEOI and the JRFL, and disseminate that information to component headquarters in a timely manner?
- (f) How will we communicate securely with coalition forces?
- (g) Will communication and electronics equipment be interoperable with coalition forces?

- (h) Is there sufficient channels allocated to the Marine Corps to meet SATCOM requirements?
- (i) Are commercial SATCOM frequencies cleared to be used within the host country?
- (j) Are MAGTF C2 assets integrated into the joint C2 architecture?
- (k) Is there enough leased commercial SATCOM access to meet Marine Corps requirements?
- (l) Are there sufficient C4I assets aboard all amphibious shipping to support Marine Corps requirements?
- (m) What, if any, HN communications support can be expected?
- (n) Are there sufficient communications equipment, frequencies and bandwidth allocation aboard amphibious shipping to meet Marine Corps ship-to-shore and ship-to-ship requirements?
- (o) Has a wartime intelligence production plan been produced to include possible coalition forces?
- (p) Have imagery requirements been prioritized? Have all geospatial information and services requirements been identified and/or projected and documented in the GI&S Planning Factors Data Base (PFDB)?
- (q) Are there sufficient linguists to meet requirements?
- (r) Have procedures for tasking and reporting of theater critical HUMINT information been addressed?
- (s) Does the CINC know and understand Marine Corps imagery requirements?
- (t) What is the plan for extending the JWICS to the Marine component commander?
- (u) Is there a large scale reproduction capability for the dissemination of intelligence products to the operating forces?

- (v) Have the tactical DCS gateways been properly engineered to meet Marine Corps requirements?
- (w) Are sufficient C4I assets available to support the mission, commander's intent, and phasing of the planned operation?
- (x) Are the C2W provisions satisfied?
- (y) Does the plan provide for threat and vulnerability assessment and adequate protection of C4I information asset?
- (z) Have sufficient networks and systems administration expertise been identified to deploy?

(8) C2W

- (a) Has an EW plan been developed?
- (b) Has a deception plan been developed?
- (c) Are CA and PYSOP been adequately addressed?
- (d) Are OPSEC issues addressed?
- (e) Do the EW, Deception, PSYOP, OPSEC, and destruction plans combine to support the overall strategy?

(9) Logistics

- (a) General
 - 1. Will the logistics mission assigned to the military result in the desired political outcome?
 - 2. Is the transfer of authority or responsibility from military to civil authorities addressed and planned for?
 - 3. Is there consideration given to any follow-on HA?
 - 4. Are logistical and operational command relationships and responsibilities clearly established as well as published?
 - 5. Are all phases of the plan (from pre-hostilities through redeployment) logically supportable?

6. Does the plan provide a summary of the requirements, taskings, and concept of operations that the logistics planning can support?
7. Does the logistics plan cover all functional areas, (e.g., supply, maintenance, engineering, health services, services, and motor transport)?
8. Are the logistical assumptions in the supporting and supported plans in agreement? Are they specific enough?
9. Are known logistics constraints or shortfalls identified, and have alternative resources been considered where constraints are known to exist?
10. Have logistics support responsibilities and procedures for a NEO been established? (If required?)
11. Have the various Service component responsibilities for logistical support been clearly defined for both Cross-Servicing and CIS?
12. What logistics support will the US through its Service components have to provide to its allies and/or HN?

(b) Force Structure Planning

1. Does the plan stipulate which logistics units will provide the support?
2. Are sufficient logistics forces available early in the flow to support FDOs?
3. Are sufficient units available to meet time phased plan requirements?
4. Does the TPFDD reflect movement of key capabilities (TAVB, TAH, MPS) and their early arriving forces (e.g., FIE)?
5. Does the TPFDD reflect the mobilization of SMCR units, including movement of training allowance and initial issue to SIAs?

6. Does the plan adequately address training facilities at the SIA, to include billeting, etc?
7. Does the TPFDD reflect the assignment of the Naval Construction Force (NCF) units to the MAGTFs at the Aerial and/or Seaport of Embarkation?
8. Has the timely activation of the Deployment Support Organization to aid force deployment and RBE management been planned for?

(c) Support Planning

1. Are stockage objectives and buildup requirement by class of supply sufficient or realistic given existing or expeditionary infrastructure.
2. Have CIL been identified and supported?
3. Are responsibilities for logistics support over the life of the plan clearly stated and understood by all concerned (Service components, USTRANSCOM, TCCs (MTMC, MSC, AMC), HN, DLA)?
4. Are any requirements being met through HNS? If so, is there a written agreement to that effect? If so, is the assessed reliability of the support sufficient?
5. Does the plan reflect any units attached to MAGTFs? Have support plans been developed to meet such a situation?
6. Does the plan reflect any USMC units attached to other Services or Nations?
7. Have support plans been developed to meet such a situation?
8. Have resupply procedures been established?
9. Has materiel allocation been established?
10. Can CONUS industrial base meet any Class V(W) surge requirements?

(d) Sustainment Planning

1. What were the planning factors and scenarios used to compute sustainment planning?
2. Does the plan contain fully populated (level 4 detail) sustainment records from all sources of supply for Classes I, IV, V(A/W), and VII? Remaining classes will be at Level 2, while sourced to Level 4. Have assigned NCF units been included?
3. Was sourcing accomplished for accompanying supplies and/or resupply and was it reflected in the appropriate TPFDD?
4. Were any shortfalls noted? If so, did the Service component commander assess attached risk?
5. Any war stopper shortfalls? Have they been identified to DLA, CINC, and Joint Staff?
6. How do the sustainment records relate to planned WRS withdrawal plans?
7. Have Service logistics requirements been passed to the provider and received from those planning to receive support? Have USMC support capabilities been modified to accommodate the additional requirements of external but attached units?
8. Any requirement for withdrawal plans being used and requested from the logistics bases?
9. Are amphibious ships going to be used? If so, have LFORM stocks been considered?
10. Has remain behind equipment (RBE) been identified and sourced for Force readiness and sustainment shortfalls? Remaining assets identified to COMMARCORLOGBASES for possible other requirements?

(e) Deployment Planning

1. Does the total WT, CU, SQ, and PAX coded for amphibious lift exceed the capabilities of amphibious shipping? If so, correction is required.
2. Are AE and AFOE sealift movements coded "SW"?
3. Are organic strategic movements (self-deploying aircraft) coded appropriately?
4. Are air movements coded appropriately?
5. Do transportation requirements include necessary level 4 detail?
6. If forces are assigned to the AFOE, are Trop Ships reflected in the TPFDD to support an integrated force flow in amphibious operations?
7. Are MPS and T-AVB sea movements coded SW? Have plans been coordinated and approved by the CINC to retain the T-AVB in support of MARFOR operations and utilize the minimum number of MPS after down-load for sea-based logistics support?

(f) Theater Transportation

1. Can the movements planned for a particular POD be executed without overloading the location?
2. Are transportation and terminal units phased into country in a sequence which supports the arrival of units and supplies?
3. What are the HN capabilities and transportation infrastructure? Can they handle support of the forces arriving?
4. Have port and airfield studies been completed using USTRANSCOM "TSTAR" information to determine throughput capabilities, storage facilities?
5. Have port studies been completed to determine if port facilities will accept deep draft ships to include MPSRON, T-AVB and TAH?

6. Has the responsibility for intra-theater ground transportation been assigned?

(g) Theater Medical. Are medical capabilities phased into theater in a sequence that supports the arrival of units and expected casualties?

(h) Maintenance

1. Have theater maintenance requirements been identified and procedures established?

2. Can CONUS industrial base meet any surge requirements? Especially in Classes V (W) and IX?

3. Can CONUS industrial base meet any surge maintenance requirements?

(10) Medical

(a) Is there a clearly stated and understood medical concept of operations?

(b) Is appropriate medical intelligence provided to address disease and CBW threats?

(c) Are casualty estimates provided and considered when sizing the medical assets?

(d) Are HA operations anticipated and authorized?

(e) Is the medical force sized appropriately for the population at risk?

(f) Is the theater evacuation policy established?

(g) Is the location and distribution system for whole blood identified?

(h) Are responsibilities and procedures for medical supply and resupply clearly established?

(i) Are emergency resupply procedures clearly identified?

- (j) Have appropriate preventive medicine measures been described?
- (k) Are guidelines for care of EPWs and civilian noncombatants clearly established?
- (l) Are casualty reporting procedures clearly defined?
- (m) Is medical adequately addressed or included in the communications plan?
- (n) Are responsibilities in joint or combined medical operations clearly defined?
- (o) Are medical personnel augmentation timelines appropriately established?
- (p) Are medical regulating responsibilities clearly defined?
- (q) In joint or combined operations are patient classification guidelines identified?
- (r) Are reporting requirements and formats identified and understood?
- (s) Is the evacuation policy within the AOA defined?

(11) Legal

- (a) Is mobilization plan consistent with PSRC?
- (b) Does mobilization plan envision proper coordination with respective Military Departments and Services?
- (c) Does demobilization plan provide proper coordination with respective Military Departments and Services?
- (d) Has the functional plan been scrubbed by the appropriate Service or Defense agency, if applicable?
- (e) Does the plan conform to the policy guidance from the President and the Secretary of Defense?
- (f) Does the plan leave funding issues unresolved?

- (g) Does the plan provide coordination with appropriate Service or Defense agency on funding issues?
- (h) Does the plan resolve status of forces concerns or request their resolution?
- (i) Does the plan resolve chain of command issues or request their resolution?

3. Defense Agencies/Combat Support Agencies

a. Defense Information Systems Agency

- (1) Is there an Annex K that details the C4 actions? (D35)
- (2) Are DISA and its applicable field offices listed in the basic plan (Annexes A, B, and K) under tasks and responsibilities sections? (D31)
 - (a) Are the tasks and responsibilities listed correctly? (D33)
 - (b) Have the applicable field offices reviewed the plan? (D35)
- (3) Are all applicable DISA references correctly listed? (D35)
- (4) Are the correct names being used; e.g., DISA vice DCA, DISN vice DCS, DITCO vice DECCO? (D35)
- (5) Is Annex K consistent and cross-referenced with requirements of other annexes (especially operations, intelligence, logistics, and space)? (D35)
- (6) Under communications and data processing planning
 - (a) Are system and circuit descriptions correct? (D34, D36, and WESTHEM)
 - (b) Are routing diagrams and circuit lists depicted correctly? (D34 and WESTHEM)
 - (c) Are COAs feasible with respect to C4 availability? (D33, D34, and WESTHEM)
 - (d) Is the C4 plan appropriate for all phases of conflict? (D33 and D34)

(e) What is the predicted infrastructure and megacenter performance if the plan is implemented? (D34, D36, and WESTHEM)

(f) Has required contingency support from DISA been identified? (D33)

(g) Are network management responsibilities and network control handoffs delineated? (D33 and WESTHEM)

b. Defense Logistics Agency

(1) Basic Plan (CJCSI 3122.03-basic plan). Does the tasking and guidance outlined under supporting agencies provide a clear distinction and understanding between wholesale and retail materiel management (procurement, supply management, distribution, and disposal) and contract administration services responsibilities? (CAIL)

(2) TPFDD (CJCSI 3122.03-Annex A)

(a) Are ULN records built to level four detail to depict the deployment of the DLA contingency support team? (CAIL)

(b) Do CIN origin records reflect current and applicable Defense Distribution Depot sites? (MMD)

(3) Logistics (CJCSI 3122.03-Annex D and CJCSI 3110.03)

(a) General. Are there instructions for the disposition and reuse of excess property and hazardous waste materiel? (DRMS)

(b) Appendix. Are specific and proper responsibilities assigned to the Defense Fuel Supply Center for providing bulk fuel support and associated quality surveillance and quality assurance? (DFSC)

(c) Appendix 3. Does the LSA (minus medical commodities) contain a separate capability statement that details the wholesale supply support available to meet CINC component requirements? (MMS & DORO)

(4) Command and Control Systems (CJCSI 3122.03-Annex K). Are tasks and responsibilities assigned to DLA to provide and/or operate and maintain communications systems for logistics information? (CAN)

(5) Medical Annex (CJCSI 3122.03-Annex Q). Appendix 10. Does the Medical Sustainability Analysis contain a separate capability statement which details the wholesale medical supply system ability to sustain the operations envisioned in the basic plan? (MMS & DORO)

(6) Execution Checklist (CJCSI 3122.03-Annex X). Is guidance contained that instructs Service components to request DLA render appropriate logistics support at execution? (CAIL)

(7) Contract Administration

(a) Is there an established contract in place to provide for basic in-theater support?

(b) Does the Defense Contract Management Command have deployable administration teams ready to support in-theater contract administration?

c. National Security Agency/Central Security Service

(1) General Issues

(a) Does the basic plan section identify SIGINT, INFOSEC, and OPSEC responsibilities for NSA/CSS and US Cryptologic System (USCS)? (NCR)

(b) Does the plan adhere to joint doctrine in all areas concerning cryptologic support and needs? (NCR)

(c) Can SIGINT provide the EEI against the target region? (NCR)

(d) Are USCS requirements for Blue Force data described in the SIGINT Appendix and OPSEC Annex of the plan? (NCR)

(2) Intelligence (Annex B)

- (a) Is CINC request for NSA/CSS to develop Cryptologic Support Plan (CSP) (for OPLANs and CONPLANs w/TPFDD per JSCP tasking FY 96) included in the plan? (NCR)
 - (b) Are NIST requirements documented in an Appendix to Annex B? (NCR)
 - (c) Are all the required DOD, CJCS, and NSA/CSS documents included as references in the SIGINT Appendix (Appendix 2)? (NCR)
 - (d) Is it clear in the plan who has SIGINT operational tasking authority (SOTA)? Delegation of SOTA to a supported commander only applies to SIGINT direct-support resources. (NCR)
 - (e) Are all the required SIGINT responsibilities of the NSA/CSS and the USCS available to support the plan listed? (NCR)
 - (f) Are NSA/CSS direct support resources tasked to deploy in support of a plan identified in the TPFDD? (NCR)
 - (g) Are EEFI (formerly Tab A, Appendix to Annex L, OPSEC) included in Appendix 8 to Annex B in OPLAN or CONPLAN? (NCR)
- (3) Command Relationships (Annex J). Is NSA/CSS, a combat support agency, listed as a governmental agency that can support operations in the plan? (NCR)
- (4) Command and Control Systems (Annex K)
- (a) Are the C2 tasks and responsibilities of the NSA/CSS included as a Friendly C3S asset to support the plan? (reference c) (NCR)
 - (b) Is the intelligence support required from the NSA/CSS (e.g., STICS, CS, NIST) included under Intelligence and Reconnaissance in the plan? (reference c) (NCR)
 - (c) Are the COMSEC tasks of the NSA/CSS to support the plan included in Appendix 1 and/or Appendix 2 to Annex K? (reference c) (NCR)

- (d) If the Joint Key Management System (JKMS) has been fielded in the plan, does the appendix include the necessary procedures to ensure effective operational use of the JKMS capabilities? (NCR)
- (e) If the JKMS is not fielded, have procedures been included in the plan to ensure maximum operational use of over-the-air (OTA) electronic key transfer capabilities? (NCR)

(5) Space Operations (Annex N)

- (a) Is the appropriately classified support required from the Defense Special Missile and Astronautics Center (DEFSMAC) included in the plan? (NCR)
- (b) Is support from national SIGINT systems required? Are these assets available, given other collection requirements? (NCR)

d. National Imagery and Mapping Agency

(1) Mapping Functions

- (a) Are GI&S requirements identified and prioritized IAW CJCSI 3901.01?
- (b) Does the plan address the impact or suitability of unavailable, inadequate, or substitute products and data?
- (c) Does the plan address command requirements for augmented personnel from NIMA to assist in staff planning, GI&S production and distribution? Has a component commander been tasked to provide logistic, C3, and security support to those personnel?
- (d) Does the plan adequately address transportation, storage, and distribution of hard copy maps and charts and electronic media? Are GI&S products, data, personnel, and equipment included in the TPFDD?
- (e) Does the plan adequately address the electronic transmission and dissemination of digital geospatial information?

(f) Does the plan address classification and release issues as they apply to the distribution of geospatial information to allies and coalition forces?

(2) Imagery Functions

(a) General Issues

1. Does the basic plan section include CIO as the agency for imagery support under the United States Imagery System (USIS)?
2. Does the plan adhere to joint doctrine in all areas concerning imagery architectures (requirements management, collection, processing, exploitation, and delivery) and needs?
3. Is imagery security policy properly addressed?
 - a. Is imagery management responsibility specified at the appropriate organizational level?
 - b. Have imagery disclosure and release policies been reviewed to facilitate, where appropriate, imagery support to allied forces involved in contingency planning and execution?
 - c. Does Annex B (Intelligence) or, if used, Appendix 7 (Imagery Intelligence) list applicable imagery policy references?
4. Do imagery requirements accurately reflect PIR? What actions need to be taken to increase the likelihood of collection if the plan is executed?
5. Have imagery-related lessons learned from real-world operations and training exercises been incorporated into the plan?

(b) Imagery Intelligence

1. Are responsibilities defined for the CINC, subunified commands, components, and JTF relative to guidance for and coordination or execution of collection efforts

(collection priorities, tactical, theater, and national tasking flow)?

2. Are communications needs (systems, bandwidths, and priorities) defined for normal and crisis imagery and product transmission? Are minimum or backup communications needs addressed?
3. Is the imagery requirements management responsibility specified at the appropriate organizational level?
4. Have collection system priorities been identified (optical, infrared, radar, multispectral, and electro optical)?
5. Are other systems which provide collection management and IMINT support identified?
6. Are exploitation and production assets specified for national and theater collection? Have tactical collection processing and exploitation assets been identified?
7. Are national technical means and aircraft reconnaissance assets and tasking authorities specified, as well as supporting commands or agencies?
8. Are primary and secondary imagery dissemination systems and interoperability factors described to the component level?
9. Are responsibilities defined for monitoring imagery needs satisfaction?
10. Are responsibilities defined for the delivery of imagery and imagery derived products to consumers? Are format and classification guidance references for these products given?
11. Does the plan include all available delivery methods and guidance for their use?
12. Does the plan identify JIC and JAC support? Have product needs been established?

13. Have imagery archival needs been identified? Are assets and producers identified to support these requirements?
14. Is coordination with other commands and agencies mentioned for support or backup?
15. Have deployable imagery and imagery support systems been identified in the TPFDD? Does their availability support the CINC operational phase objectives?
16. Have SOF and/or CSAR imagery support requirements been identified? Are procedures in place to handle the high-priority, time-sensitive requirements?
17. Have additional imagery manpower requirements been sourced?

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ENCLOSURE B

OSD REVIEW OF DELIBERATE PLANS

1. This guide is provided for information only. It is not directive. This guide's purpose is to give plan authors and reviewers a working knowledge of the policy criteria USD(P) uses to review operation plans.

a. Background

- (1) Review required by law under 10 USC 113 and 10 USC 134.
- (2) Statute requires USD(P) review; ASD(S&R) is executive agent.
- (3) OSD review normally starts during and completes after JS review.
- (4) OSD reviews both CSCs and final plans.

b. Review Criteria

- (1) Responsiveness to tasking. Is the plan:
 - (a) Responsive to requirements in SECDEF CPG and CJCS JSCP?
 - (b) Sufficiently descriptive to present the CINC's intent and concept of operations?

c. Policy Congruence. Does the plan support:

- (1) National Security Strategy?
- (2) Established national military policy?
- (3) Applicable alliance and/or coalition policies and requirements?

d. Statutory Conformity. Does the plan conform to:

- (1) International Law?
- (2) Treaty obligations?
- (3) US Law?

- (4) Other statutory requirements and limitations?
- e. Political Implications. What are the likely domestic and international political implications of:
 - (1) Plan's existence and content (in advance of execution)?
 - (2) Plan execution?
- d. International Cooperation. What are the extent, feasibility, and adequacy of assumptions about:
 - (1) International support and cooperation?
 - (2) Enroute and HN access and support?
 - (3) Coalition operations?
 - (4) Multinational C2?
- e. Resource Requirements. Are resources (forces, funding, and cooperation), including logistics support, needed to execute the plan:
 - (1) Clearly stated?
 - (2) Identified as to source?
 - (3) Reasonably available?
- f. Interagency Requirements. Are the plan's requirements for interagency support:
 - (1) Clearly stated?
 - (2) Adequate?
 - (3) Reasonable?
- g. Flexible Deterrent Options. Are the FDOs likely to be:
 - (1) Feasible?
 - (2) Supportive of national policies?
 - (3) Effective?

- h. Threat Responsiveness. Does the plan adequately address the approved threats to:
 - (1) US and allied or coalition forces?
 - (2) Other US assets and interests in the AOR?
- i. Concept of Operations. Is the concept of operations clearly developed for each phase of the campaign? Do these concepts provide the NCA with clear understanding of:
 - (1) Decision points for the NCA?
 - (2) Conditions under which they should be considered?
 - (3) Risks involved in implementation?
 - (4) Forces required for success?
 - (5) Desired objectives and end states?
- j. War Termination Objective. Are the war termination objectives:
 - (1) Achievable within the policy guidance and resources?
 - (2) Clear as to the broad resource requirements for each?
- k. Key NCA Decisions. Review by phase.

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ENCLOSURE C

REFERENCES

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- b. CJCSM 3122.02, 9 December 1994, "Crisis Action Time-Phased Force and Deployment Data Development and Deployment Execution."
- c. CJCSM 3122.03, 1 June 1996, "Joint Operation Planning and Execution System, Volume II, Planning Formats and Guidance."
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- e. CJCSI 3110.01A, 15 November 1995, "Joint Strategic Capabilities Plan FY 1996."
- f. Joint Pub 5-0, 13 April 1995, "Doctrine for Planning Joint Operations."
- g. CJCSI 3141.01, 6 November 1996, "Responsibilities for the Management and Review of Operation Plans."
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GLOSSARY

AADC	Area Air Defense Commander
AADP	Area Air Defense Plan
ABCCC	Airborne Battlefield Command and Control Center
ABFC	advanced base functional components
ABO	air base operability
ACA	airspace control authority
ACC	Air Combat Command; air component commander;
ACE	aviation combat element (MAGTF); airborne
ACF	air contingency force
ACM	airspace control measure
ACO	airspace control order
ACP	Airspace Control Plan
ADMIN	administration
ADN	Allied Command Europe (ACE) desired ground zero (DGZ) number
ADP	automated data processing
ADR	aircraft damage repair; armament delivery recording
AE	assault echelon; aeromedical evacuation; attenuation equalizer
AECC	aeromedical evacuation control center
AES	aeromedical evacuation system
AFCSS	Air Force Combat Supply Squadron
AFM	Air Force Manual
AFMLO	Air Force Medical Logistics Office
AFOE	assault follow-on echelon
AFP	Armed Forces Publication; Air Force Pamphlet
AFR	Air Force regulation; assign frequency for network reporting
AFRTS	Armed Forces Radio and Television Service
AFSC	Armed Forces Staff College; US
AFSOC	Air Force special operations component
AFSOF	Air Force special operations forces
AFTAC	Air Force Technical Applications Center
AFTN	Aeronautical Feed Telecommunications Network
AID	Agency for International Development
AIG	addressee indicator group
AIREVACCONFIRM	air evacuation confirmation
AIREVACREQ	air evacuation request

AIREVACRESP	air evacuation response
AJBPO	area joint blood program office
ALCC	airlift coordination cell
ALD	airborne laser designator; available-to-load
ALSS	naval advanced logistic support site
AMC	Air Mobility Command; (US) Army Materiel Command: midpoint compromise search area
AME	air mobility element
AMEMB	American Embassy
AMMO	ammunition
AMOPES	Army Mobilization and Operations Planning and Execution System
ANGLICO	air naval gunfire liaison company
AO	area of operations; aviation ordnance person; air officer
AOA	amphibious objective area
AOC	air operation center
AOI	area of interest
AOR	area of responsibility
APL	antipersonnel landmine
APOD	aerial port of debarkation
APOE	aerial port of embarkation
APORTS	aerial ports
AR	army regulation
ASAT	antisatellite
ASBPO	Armed Services Blood Program Office
ASF	aeromedical staging facility
ASWBPL	Armed Services Whole Blood Processing Laboratories
AT	antiterrorism
ATGM	antitank guided missile; antitank guided munition
ATO	air tasking order
AUTODIN	Automatic Digital Network
AUTOSEVOCOM	Automatic Secure Voice Communications
AWACS	airborne warning and control system
AWR	Army War Reserve
Network AWS	Air Weather Service
AWSR	Air Weather Service Regulation
AXX	assign XXX routing
AZR	assign zone restriction lists
BAI	backup aircraft inventory
BDA	bomb or battle damage assessment

BDC	blood donor centers
BI	battle injury
BLDREP	blood report
BLDSHIPREP	blood shipment report
BPD	Blood Products Depots
BPS	Basic PSYOP Study; bits per second
BSU	blood supply unit
BTC	blood transshipment center
C2	command and control
C2W	command and control warfare
C3	command, control, and communications
C3I	command, control, communications, and intelligence
C3CM	command, control, and communications countermeasures
C4	command, control, communications, and computers
C4I	command, control, communications, computers, and intelligence
C-day	unnamed day on which a deployment operation begins
CA	civil affairs; combat assessment
CAA	civil air augmentation; Command Arrangement Agreements
CAL	caliber
CANUS	Canada-United States
CAP	combat air patrol; Civil Air Patrol; crisis action planning
CAS	close air support
CBR	chemical, biological, and radiological
CCSD	Command Communications Service Designator; control communications service designator
CCTV	closed circuit television
CDR	continuous data recording; commander
CEE	captured enemy equipment
CEOI	communications-electronics operating instructions
CESP	Civil Engineering Support Plan
CFL	Contingency Planning Facilities List
CHCSS	Chief, Central Security Service
CHOP	change of operational control
CI	counterintelligence; civilian internees
CIA	Central Intelligence Agency

CIL	critical items list
CID	Criminal Investigation Division
CIN	cargo increment number
CINC	commander of a combatant command; commander in chief
CINCNORAD	Commander in Chief, North American Aerospace Defense Command
CINCPACAF	Commander in Chief, Pacific Air Forces
CINCPACFLT	Commander in Chief, Pacific Fleet
CINCUSACOM	Commander in Chief, US Atlantic Command
CINCUSAREUR	Commander in Chief, US Army, Europe
CINCUSNAVEUR	Commander in Chief, Naval Forces Europe
CIO	Central Imagery Office
CIS	common item support; communications interface shelter; Commonwealth of Independent States
CISO	counterintelligence staff officer
CJCSI	Chairman of the Joint Chiefs of Staff Instruction
CJMAO	Chief, Joint Mortuary Affairs Office
CJTF	commander, joint task force
CMC	Commandant of the Marine Corps
CMO	civil-military operations; Collection Management Officer
CN	counternarcotic
CNO	Chief of Naval Operations
COA	course of action
COB	contingency operating bases; collocated operating base
COCOM	combatant command (command authority)
COGARD	Coast Guard
COMCAM	combat camera
COMCARGRU	Commander, Carrier Group
COMDTINST	Commandant, US Coast Guard Instruction
COMINT	communications intelligence
COMJIC	Commander, Joint Intelligence Center
COMM	communications
COMMARFOR	Commander, Marine Forces
COMNAVSECGRP	Commander, US Navy Security Group
COMPUSEC	computer security
COMSEC	communications security
COMSOCCENT	Commander, Special Operations Command, United States Central Command
COMSOCEUR	Commander, Special Operations Command, United States European Command

COMSOCLANT	Commander Special Operations Command, United States Atlantic Command
COMSOCSOUTH	Commander Special Operations Command, United States Southern Command
COMSOCPAC	Commander Special Operations Command, United States Pacific Command
COMUSAFE	Commander US Air Forces in Europe
COMUSARCENT	Commander, US Army Forces, Central Command
COMUSMARCENT	Commander, US Marine Forces, Central Command
CONOPS	concept of operations
CONPLAN	operation plan in concept format
CONUS	continental US
CPA	Chairman's Program Assessment
CPG	Contingency Planning Guidance; central processor group
CRA	command relationships agreement
CRAF	Civil Reserve Air Fleet
CRD	commander in chief's (CINC's) required delivery date
CRITIC	critical information; critical intelligence communication; critical message (intelligence)
CRITICOMM	Critical Intelligence Communications System
CS	combat support; call sign; coastal station; creeping line single-unit; controlled space; circuit switch
CSA	Chief of Staff, US Army
CSAF	Chief of Staff, US Air Force
CSAM	computer security for acquisition managers
CSAR	combat search and rescue
CSC	creeping line single-unit coordinated; CINC's Strategic Concept
CSG	cryptologic support group (NSA)
CSH	combat support hospital
CSI	critical safety item; critical sustainability item
CSP	commence search point; causeway section, powered; crisis staffing procedures (JCS); cryptologic support package; call service position
CSS	coordinator surface search; combat service support; central security service; communications subsystem

CT	counterterrorism; communications terminal; control telemetry
CTF	combined task force
D-day	unnamed day on which operations commence or are scheduled to commence
DA	Department of Army; data administrator; direct action; data adapter
DASC	direct air support center
DBA	data base administrator
DCA	defensive counterair
DCS	Defense Communications System; Defense Courier Service; digital computer system
DEFCON	defense readiness condition
DEFSMAC	Defense Special Missile and Astronautics Center
DEPMEDS	deployable medical systems
DET	detachment; detainee
DHS	Defense HUMINT Service
DII	Defense Information Infrastructure
DIA	Defense Intelligence Agency
DIN	defense intelligence notice
DIRLAUTH	direct liaison authorized
DIRMOBFOR	Director of Mobilization Forces
DIRNSA	Director, National Security Agency
DISA	Defense Information Systems Agency
DISN	Defense Information Systems Network
DLA	Defense Logistics Agency
DLAR	Defense Logistics Agency Regulation
DMA	Defense Mapping Agency
DMAINST	Defense Mapping Agency Instruction
DMSP	Defense Meteorological Satellite Program
DNA	Defense Nuclear Agency
DNBI	disease and nonbattle injury
DOCEX	document exploitation
DOD	Department of Defense
DODIC	Department of Defense identification code
DOMS	Director of Military Support
DON	Department of the Navy
DOS	Department of State; disk operating system; days of supply
DPG	Defense Planning Guidance
DRMO	Defense Reutilization Marketing Office
DSCS	Defense Satellite Communications System
DSN	Defense Switched Network

DSSO	Data System Support Organization; defense systems support organization
DTG	date-time group; digital trunk group (digital transmission group)
E&E	evasion and escape
E&R	evasion and recovery
EA	electronic attack; executive assistant
EAD	extended active duty; Evaluation and Analysis Division; earliest arrival date at port of debarkation
EAF	expeditionary airfield
EDD	earliest delivery date
EEFI	essential elements of friendly information
EEI	essential elements of information
EERE	escape, evasion, and recovery element
EHF	extremely high frequency
ELINT	electronics intelligence
EOB	enemy order of battle; electronic order of battle
EOD	explosive ordnance disposal
EP	electronic protection; execution planning
EPA	evasion plan of action
EPW	enemy prisoner of war
ES	electronic warfare support
EW	electronic warfare; early warning
EWIR	electronic warfare integrated reprogramming
FAD	force activity designator; feasible arrival date
FARP	forward arming and refueling point
FDBM	functional data base manager
FDO	flight deck officer; flexible deterrent option
FEBA	forward edge of the battle area
FIC	force indicator code
FIE	fly-in-echelon
FIRCAP	foreign intelligence requirements capabilities and priorities
FIS	Flight Information Service
FISINT	foreign instrumentation signals intelligence
FISS	Foreign Intelligence Security Service
FLOT	forward line of troops
FLS	naval forward logistic site

FM	flare multiunit; frequency modulation; functional manager; force module(s); field manual
FMA-net	frequency management A-net
FMFM	Fleet Marine Force Manual
FMSE	fuels mobility support equipment
FOC	full operational capability
FORSCOM	US Army Forces Command
FRAG	fragmentation code
FRG	force requirements generator; Federal Republic of Germany
FRN	force requirement number
FS	file server; flare single-unit; fighter squadron; file separator
FY	fiscal year
GCCS	global command and control system
GEOLOC	geographic location code
GEOREF	geographic reference
GI&S	geospatial information and services
GMF	ground mobile forces
GMT	Greenwich Mean Time
GOCO	government owned contractor operated
GPS	global positioning system
GRREG	graves registration
GTN	Global Transportation Network
GWC	global weather central
H-hour	specific time an operation or exercise begins; seaborne assault landing hour
HA	humanitarian assistance
HF	high frequency
HN	host nation
HNS	host nation support
HOC	HUMINT operations cell
HSE	HUMINT support element
HUMINT	human intelligence; human resources intelligence
IADB	Inter-American Defense Board
IAW	in accordance with
ICAO	International Civil Aviation Organization
ICDB	integrated communication database
ICRC	International Committee of the Red Cross

ICS	internal communications system; incident command system; inter-Service chaplain support
IDS	interface design standards; intrusion detection system
IED	improved explosive device
IFF	identification, friend or foe
IFF/SIF	identification, friend or foe/selective identification feature
IMA	individual mobilization augmentee
IMINT	imagery intelligence
INMARSAT	international maritime satellite (system)
INS	inertial navigation system; insert code
INTREP	intelligence report
INTSUM	intelligence summary
IOT	in order to
IPDS	inland petroleum distribution system
IPL	integrated priority list
IPSP	intelligence priorities for strategic planning
IR	infrared; information requirement; incident report; information rate
IRC	International Red Cross
IRR	integrated readiness report; individual ready reserve
ISOPREP	isolated personnel report
ISSA	inter-Service support agreement
ITV	in-transit visibility
IW	information warfare
JAG	Judge Advocate General
JAO	joint area of operations
JPB	Joint Blood Program
JBPO	Joint Blood Program Office
JC2WC	Joint Command and Control Warfare Center
JCCC	joint communications control center; joint combat camera center
JCCP	joint casualty collection point
JCCT	Joint Combat Camera Team
JCLL	joint center for lessons learned
JCMA	Joint COMSEC Monitoring Activity
JCMEC	joint captured materiel exploitation center
JCSE	Joint Communications Support Element
JDS	Joint Deployment System
JDSS	Joint Decision Support System

JEPES	Joint Engineer Planning and Execution System
JFACC	joint force air component commander
JFAST	joint feasibility analysis tester
JFC	joint force commander
JFLCC	joint force land component commander
JIB	Joint Information Bureau
JIC	Joint Intelligence Center
JIDC	Joint Interrogation and Debriefing Center
JIEP	Joint Intelligence Estimate for Planning
JIF	Joint Interrogation Facility
JKMS	Joint Key Management System
JLOTS	joint logistics over-the-shore
JMC	joint movement control
JMAO	Joint Mortuary Affairs Office or Officer
JMNA	Joint Military Net Assessment
JMPAB	Joint Materiel Priorities and Allocation Board
JMRC	Joint Mobile Relay Center
JMRO	Joint Medical Regulating Office
JOPES	Joint Operation Planning and Execution System
JOPESRP	Joint Operation Planning and Execution System Reporting Structure
JORD	joint operational requirements document
JPB	Joint Blood Program
JPEC	Joint Planning and Execution Community
JPTS	jet propellant thermally stable
JRA	joint rear area
JRAC	joint rear area coordinator
JRC	joint reconnaissance center
JRCC	joint reception coordination center; joint rescue coordination center
JRFL	joint restricted frequency list
JRS	Joint Reporting Structure
JSC	Joint Spectrum Center
JSCP	Joint Strategic Capabilities Plan
JSOA	joint special operations area
JSPD	Joint Strategic Planning Document
JSPS	Joint Strategic Planning System
JSR	Joint Strategy Review
JSRC	Joint Search and Rescue Center
JSTARS	joint surveillance, target attack radar system
JTB	Joint Transportation Board
JTCB	Joint Targeting Coordination Board
JTF	joint task force
JTTP	joint tactics, techniques, and procedures

JWICS	Joint Worldwide Intelligence Communications System
KIA	killed in action
kt	knot (nautical miles per hour); kiloton(s)
L-hour	specific hour on C-day at which a deployment operation commences or is to commence
LAD	latest arrival date at port of debarkation
LAN	local area network
LFM	Landing Force Manual
LFORM	landing force operational reserve material
LNO	liaison officer
LOAC	law of armed conflict
LOC	lines of communications
LOGAIS	logistics automated information system
LOGSAFE	logistic sustainment analysis and feasibility estimator
LOTS	logistics over-the-shore
LRC	lesser regional contingency
LSA	logistic sustainability analysis
M-day	mobilization day; unnamed day on which mobilization of forces begins
MAGTF	Marine Air-Ground Task Force
MASF	mobile aeromedical staging facility
MASINT	measurement and signature intelligence
MBBLS	thousands of barrels
MCC	military cooperation committee
MC&G	mapping, charting, and geodesy
MCC	master control center; mission control center; military coordinating committee; movement control center; Military Cooperation Committee; Marine component commander
MDS	mission design series
MEDEVAC	medical evacuation
MEDNEO	medical evacuation of noncombatants
MEDREGREP	medical regulating report
MEDSTAT	medical status
MEF	Marine Expeditionary Force
MEP	mobile electric power
MEPES	Medical Planning and Execution System
MESAR	mimimum essential security assistance requirements

METOC	meteorological and oceanographic
MEU	Marine Expeditionary Unit
MEU(SOC)	Marine Expeditionary Unit (special operations capable)
METCON	meteorological control
MHE	material handling equipment
MILSTAMP	military standard transportation and movement procedures
MILSTRIP	military standard requisitioning and issue procedure
MISCAP	mission capability
MMC	materiel management center
MOA	military operating area; memorandum of agreement
MOOTW	military operations other than war
MOP	memorandum of policy
MOU	memorandum of understanding
MP	military police
MPF	maritime pre-positioning force
MPM	medical planning module
MPS	maritime pre-positioning ships; message processor shelter
MPSA	Military Postal Service Agency
MRC	major regional contingency
MRG	movement requirements generator
MSC	Military Sealift Command; mission support confirmation; major subordinate command
MTF	message text formats; medical treatment facility
MTMC	Military Traffic Management Command
MTT	mobile training team
MWF	medical working file
MWR	morale, welfare, and recreation
N-day	day an active duty unit is notified for deployment or redeployment
NAOC	National Airborne Operations Center
NAT	non-air-transportable (cargo)
NATO	North Atlantic Treaty Organization
NAVMEDCOMINST	Navy Medical Command Instruction
NAVMEDLOGCOM	Navy Medical Logistical Command
NAVSO	US Navy Forces, Southern Command
NBC	nuclear, biological, and chemical
NCA	National Command Authorities
NCISCOM	Naval Criminal Investigative Service Command

NCF	Naval Construction Force
NCMP	Naval Capabilities and Mobilization Plan
NCO	noncommissioned officer
NCOIC	noncommissioned officer-in-charge
NCR	National Security Agency/Central Security Service Representative
NEO	noncombatant evacuation operation
NEREP	Nuclear Execution and Reporting Plan
NGB	National Guard Bureau
NGO	nongovernmental organization
NIE	National Intelligence Estimate
NIMA	National Imagery and Mapping Agency
NISP	Nuclear Weapons Intelligence Support Plan
NIST	national intelligence support team
NLT	not later than
NMCC	National Military Command Center
NMCS	National Military Command System
NMPS	Navy Mobilization Processing Site
NOPLAN	no operation plan available or prepared
NORAD	North American Aerospace Defense Command
NOTAM	notice to airmen
NPG	non-unit personnel generator
NSA	National Security Agency
NSA/CSS	National Security Agency/Central Security Service
NSC	National Security Council
NSCS	National Security Council System
NSD	non-self-destructing (landmines)
NSDD	National Security Decision Directive
NSTL	national strategic targets list
NSO	non-SIOP option
NUP	non-unit-related personnel
NUWEP	policy guidance for the employment of nuclear weapons
OCONUS	outside the continental US
OPCOM	operational command (NATO)
OPCON	operational control
OPDS	offshore petroleum distribution system
OPELINT	operational electronic intelligence
OPLAN	operation plan in complete format
OPNAVINST	Chief of Naval Operations Instruction
OPORD	operation order
OPP	offloading preparation party

OPR	office of primary responsibility
OPREP	operational report
OPSEC	operations security
OPZONE	operation zone
ORD	operational requirements document
OSC	on-scene commander
OSD	Office of the Secretary of Defense
OTA	over-the-air
PA	public affairs; probability of arrival; parent relay
PAA	primary aircraft authorization
PAI	primary aircraft inventory
PAO	Public Affairs Office; public affairs officer
PAR	performance assessment report; CJCS Preparedness Assessment Report; precision approach radar; population at risk
PAX	passengers
PAO	Public Affairs Office; public affairs officer
PBD	program budget decisions
PCR	program change request
PDD	Presidential Decision Directive
PDM	Program Decision Memorandum
PERSCO	personnel support for contingency operations
PFDB	Planning Factors Data Base
PHOTINT	photographic intelligence
PHSD	post security and harbor defense
PIC	person identification code; parent indicator code
PID	plan identification number
PIN	personnel increment number
PIR	priority intelligence requirements
PLS	pillars of logistics support; Palletized Load System
PMO	program management office; production management office
PO	petty officer
POC	point of contact
POD	plan of the day; probability of detection; port of debarkation
POE	port of embarkation
POL	petroleum, oils, and lubricants
POMCUS	pre-positioning of materiel configured to unit sets

POS	primary operating stocks; probability of success; position
POW	prisoner of war
PPBS	Planning, Programming, and Budgeting System
PRI	movement priority for forces having the same LAD; priority; progressive routing indicator
PROFIS	Professional Officer Filler Information System
PROVORG	providing organization
PSHD	port security and harbor defense
PSPS	psychological operations (PSYOP) studies program subsystem
PSRC	Presidential Selected Reserve Callup
PSYOP	psychological operations
PSYWAR	psychological warfare
PWRMR	pre-positioned war materiel requirement
PWRMS	pre-positioned war reserve materiel stock
PWRS	pre-positioned war reserve stocks
QSTAG	quadripartite standing agreement
QTY	quantity
R-day	redeployment day
RAS	rear area security
RBE	remain behind equipment
RC	Reserve component
RCA	riot control agent
RCC	rescue coordination center
RDD	required delivery date (at destination)
RECCE	reconnaissance
RF	radio frequency; response force
RLD	ready to load date (at origin)
ROE	rules of engagement
RO/RO	roll-on/roll-off
ROM	reception and onward movement
RON	remain overnight
RQMT	requirement
RRDF	roll-on/roll-off (RO/RO) discharge facility
RRF	Ready Reserve Force; ready reserve fleet
RSO	regional security officer
RSO&I	reception, staging, onward movement and integration
RSSC	regional space support center; regional satellite support cell; Regional Signals Intelligence Support Center (NSA)

RTF	return to force
RWR	radar warning receiver
S-day	day the President authorizes selected Reserve callup
SAFE	selected area for evasion
SAR	search and rescue; synthetic aperture radar; sealed authentication system; satellite access request
SAR/CSAR	search and rescue/combat search and rescue
SAR SPINS	search and rescue special instructions
SATCOM	satellite communications
SCE	service cryptologic element
SCI	sensitive compartmented information
SD	self-destructing (landmines)
SELRES	selective reserve
SERE	survival, evasion, resistance, and escape
SHF	super-high frequency
SI	special intelligence
SIA	station of initial assignment
SIF	selective identification feature
SIGINT	signals intelligence
SIGSEC	signals security
SIOP	Single Integrated Operational Plan
SIOP-ESI	Single Integrated Operation Plan—Extremely Sensitive Information
SIR	serious incident report
SITREP	situation report
SJA	Staff Judge Advocate
SLRP	survey liaison reconnaissance party
SMCR	Selected Marine Corps Reserve
SMO	strategic mobility office(r)
SO	special operations; safety observer
SOF	special operations forces
SOFA	status of forces agreement
SOP	standing operating procedures
SORTS	Status of Resources and Training System
SOS	special operations squadron
SOTA	SIGNET operational tasking authority
SPOD	seaport of debarkation
SPOE	seaport of embarkation
SPINS	special instructions
SPTD CMD	supported command
SPTG CMD	supporting command

SRF	secure Reserve force
SRP	seaward recovery point; sealift reserve program; Sealift Readiness Program; SIOP
SRT	Reconnaissance Plan
SSN	special reaction team
SSO	attack submarine, nuclear
SSP	spot security office; special security officer
STANAG	signals intelligence (SIGINT) support plan
STO	standardization agreement (NATO)
STON	Special Technical Operations
SVC	short ton(s)
SW	Service(s)
	mode source code (withhold shipping)
T-day	effective day coincident with Presidential declaration of a national emergency and authorization of partial mobilization
TACON	tactical control
TACS	tactical air control squadron
TAD	temporary additional duty (non-unit-related personnel); time available for delivery
TADIL	tactical digital information link
TAFDS	tactical aviation fuel dispensing system
TAH	hospital ship
TAOC	tactical air operations center (USMC)
TAVB	aviation logistics support ship
TCC	transportation component command; transmission control code
TDY	temporary duty
TF	task force
TGT	target
TGU	trunk compatibility unit
THREATCON	terrorist threat condition
TI	threat identification; Technical Instruction for WSCs
TIARA	Tactical Intelligence and Related Activity
TM	team member; tactical missile; Technical Manual; TROPO modem
TMD	theater missile defense
TNO	theater nuclear option
TNS	theater nuclear support
TOE	table of organization and equipment
TP	Technical Publication
TPFDD	time-phased force and deployment data

TPFDL	time-phased force and deployment list
TPMRC	theater patient movement requirements center
TPTRL	Time-Phased Transportation Requirements List
TRRIP	theater rapid response intelligence packages
TRS	tactical reconnaissance squadron
TSMLIM	theater single medical line item manager
TUCHA	Type Unit Characteristics File
UAR	unconventional assisted recovery
UAV	unmanned aerial vehicle
UCP	Unified Command Plan
UHF	ultra high frequency
UIC	unit identification code
ULC	unit level code
ULN	unit line number
UN	United Nations
UNAAF	Unified Action Armed Forces
UNC	United Nations Command
UNHQ	United Nations Headquarters
USACOM	US Atlantic Command
USAF	US Air Force
USAFE	US Air Forces in Europe
USAMC	US Army Material Command
USAMMA	US Army Medical Materiel Agency
USARCENT	US Army Forces, US Central Command
USAREUR	US Army Forces, US European Command
USARLANT	US Army Forces, US Atlantic Command
USARPAC	US Army Forces, US Pacific Command
USARSO	US Army Forces, US Southern Command
USASOC	US Army Special Operations Command
USCENTCOM	US Central Command
USCG	US Coast Guard
USCINCCENT	Commander in Chief, US Central Command
USCINCEUR	US Commander in Chief, Europe
USCINCNORAD	Commander in Chief, NORAD
USCINCPAC	Commander in Chief, US Pacific Command
USCINCSO	Commander in Chief, US Southern Command
USCINCSOC	Commander in Chief, US Special Operations Command
USCINCSPACE	Commander in Chief, US Space Command
USCINCSTRAT	Commander in Chief, US Strategic Command
USCINCTRANS	Commander in Chief, US Transportation Command
USCS	US Cryptologic System

USDAO	US Defense Attaché Office
USDR&E	Under Secretary of Defense for Research and Engineering
USELEMNORAD	United States Element, NORAD
USERID	user identification
USEUCOM	US European Command
USG	US Government
USIA	US Information Agency
USIS	US Imagery System
USLANTFLT	US Atlantic Fleet
USMARFORCENT	US Marine Component, US Central Command
USMARFORLANT	US Marine Component, US Atlantic Command
USMARFORPAC	US Marine Component, US Pacific Command
USMARFOR SOUTH	US Marine Component, US Southern Command
USMC	US Marine Corps
USMCR	US Marine Corps Reserve
USMTF	US message text format
USNR	US Navy Reserve
USNAVCENT	US Naval Forces, US Central Command
USNAVEUR	US Naval Forces, US European Command
USNS	US Naval Ship
USPACAF	US Air Forces, US Pacific Command
USPACOM	US Pacific Command
USPACFLT	US Pacific Fleet
USSOCOM	US Special Operations Command
USSOUTHAF	US Air Forces, US Southern Command
USSOUTHCOM	US Southern Command
USSPACECOM	US Space Command
USSTRATCOM	US Strategic Command
USTRANSCOM	US Transportation Command
UTC	unit type code; coordinated universal time
UW	unconventional warfare
VHF	very high frequency
vol	volume
VTC	video teleconferencing
W-day	declared by the NCA, W-day is associated with an adversary decision to prepare for war
WETM	weather team
WHNRS	wartime HN religious support
WHNS	wartime HN support
WIA	wounded in action
WMD	weapons of mass destruction

WRM	war reserve materiel
WRS	war reserve stock
WT	gross weight; warping tug; weight
WWMCCS	Worldwide Military Command and Control System
YR	year

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